

# **Telecommunicator IV**

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# **Survival Communications**

Washington State Criminal Justice Training Commission  
Telecommunicator Program Office  
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T4  
Student Manual  
2012 Revised



Slide 1

# Unit 1

## It *IS* All About You!

### Why Improve Your Communications with Co-Workers?

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### 3 Facts

#### Fact 1 - CONFLICT IS INEVITABLE

**75% have a different behavioral style**

- Think, decide, use time, communicate, handle emotions, manage stress, deal with conflict, etc. DIFFERENTLY, NOT BETTER OR WORSE

- Behaviorally, we are *a/l* in the minority
- People who are different from each other have more difficulty establishing rapport
  - Miscommunicate more often
  - Are less persuasive
  - Annoy others styles

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Here are some "facts":

**Fact 1 - Conflict is inevitable** as long as there are other people with whom we have to communicate or work.

Behavioral science researchers have discovered that 75% of the populations are significantly different from you. These people can be important to your success!

They:

- Think differently
- Decide differently
- Use time differently
- Work at a different pace
- Communicate differently
- Handle emotions differently
- Manage stress differently
- Deal with conflicting opinions differently

- Not necessarily better or worse just differently. Remove your value judgments and allow "different" to be a neutral word.
- Behaviorally, we are each in the minority.

Social psychologists have found that people who are very different from each other have a harder time establishing rapport.

- Miscommunicate more often
- Are less likely to be persuasive with one another
- Rub each other the wrong way - just by being themselves

These facts alone help explain why it can be so hard to work effectively with our co-workers. We have an extremely stressful, dynamic job, and work, often, under great pressure-workplace conflicts are often the norm-now we can look at a way of better communicating our needs, values, ideas, and disagreements.

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**Fact 2**

**OTHERS ARE CRUCIAL TO  
YOUR SUCCESS & HAPPINESS**

- **Relating well to others=more rewarding & happier life**
- **Most jobs require working well with people**
  - **Studies indicate that of derailed executives, only 25% had good people skills vs. 75% of successful execs**
  - **80% of firings (not including downsizing) were due to poor interpersonal relationships**

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**Fact 2** - Other **people are crucial to your success and happiness:**

- People who relate well to others have a more rewarding and happier life.
- There are very few jobs where you're not expected to excel in working with people.
- The ability to relate well to people has become a critical factor for success in nearly every position in the modern organization.
- A nonprofit research institute studied 21 derailed executives, individuals who, based on their early successes, had expected to go much higher in the organization and whose progress stalled or careers ended when they were fired or forced to retire early.
  - They found many similarities and one glaring difference. Only 25 % of the derailed were described as having a special ability with people compared with 75 % of the successful execs.
- Just as a major factor in success is one's ability to work well with people, the chief cause of failure in all types of work is unsatisfactory relationships.
- Research aimed at discovering the primary reason for termination of employees (not trainees) has provided consistent results. Most studies have found that, not including economic downsizing, about 80 % of employee firings were due to poor interpersonal relationship.

**Fact 3**  
**IT IS BETTER TO MAKE DIFFERENCES WORK  
FOR YOU RATHER THAN AGAINST YOU!**

- **Competitive advantage when a high demand skill is mastered-you're more valuable**
- **There are advantages in working with people different from you**
  - You need to supplement your strengths with the strengths of others
- **If you want to work successfully with others it helps to be able to predict their preferences**

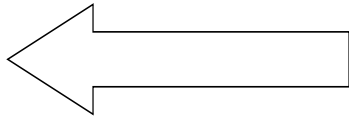
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**Fact 3** You're **better off and happier making differences work for you rather than against you.**

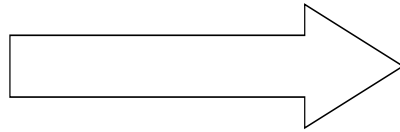
- There is always a competitive advantage to mastering an ability that is in high demand and short supply. If you learn to work more productively with all types of people, you'll be far more valuable to your employer.
- There are advantages to working with people whose strengths; abilities and gifts are different from your own.
- You may need to supplement your own abilities with strengths of people very different from yourself.
- If you want to work productively with people very different from you, it helps to be able to predict how they're apt to do things and how they like to be treated.

As you consider fact number three and the value in mastering the ability to communicate and work with a variety of individuals, how might this affect you in your career in communications?

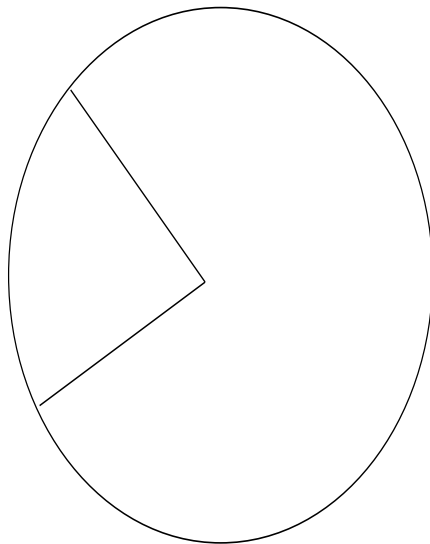
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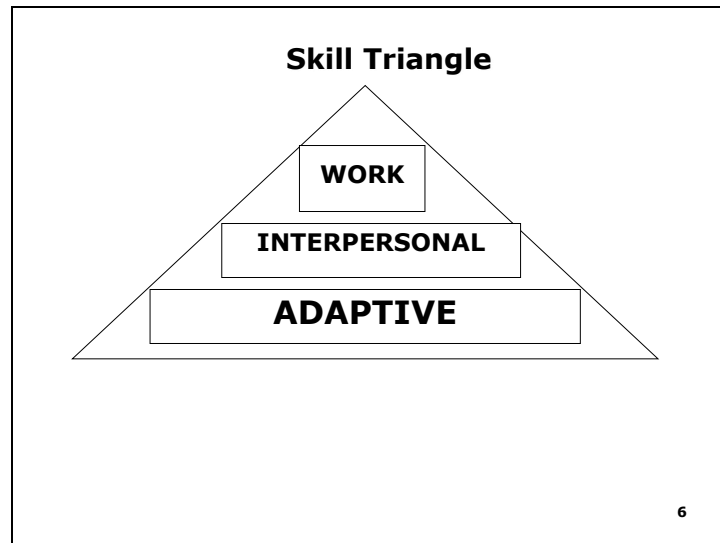


**Backward Focus**



**Forward Focus**





**Work Skills are job specific** and may not transfer easily between work and home or job-to-job. For example, a Boeing engineer working on wing flaps.

**Interpersonal or Functional Skills** are transferable, for example, communication, or conflict resolution skills.

**Adaptive Skills are self-specific.** They are the personal skill set we have developed through our life experience. Other common descriptions are "street smarts" and "emotional intelligence". Have you known someone who was promoted based on their job skill but were not very successful as a leader? Adaptive Skills are the foundation for the other skills. We will be working primarily on Adaptive Skills for the first part of this workshop.

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## The Value of Assessment

- **What is most frustrating or challenging?**
- **What is most rewarding?**
- **What experience would you prefer to have more often?**
- **Area of personal focus**

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What is the value for you for personal assessment?

Why might a person be reluctant to assess him or herself?

How do we usually find out about ourselves?

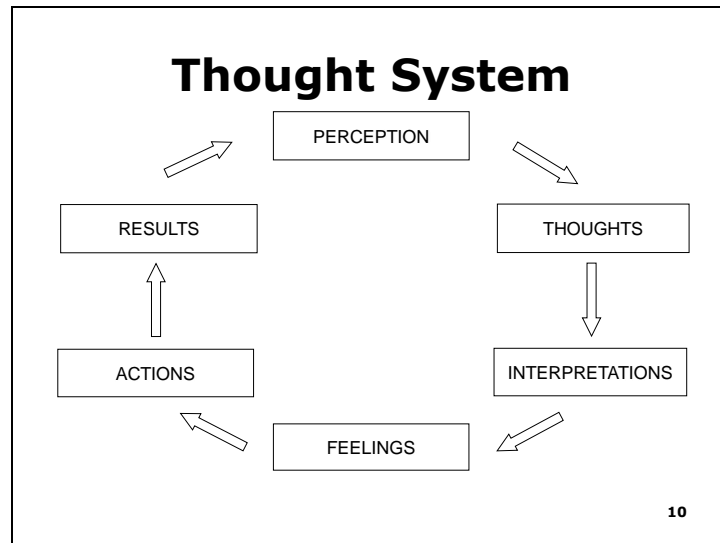
What are the advantages of being curious and self-reflective or introspective?

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## Area of Focus and Intro to Your Journal

<b>Journal:</b> <ul style="list-style-type: none"><li>• Write about your learning during this course</li><li>• First page: <b>Negative Issues or Thoughts</b><ul style="list-style-type: none"><li>– Write them as you have them-just jot them down <b>5 min</b></li></ul></li></ul>	<b>Area of Focus</b> <ul style="list-style-type: none"><li>• Take <b>5 min</b> &amp; write down the area of your life you would like to focus upon in this course</li><li>• Choose a learning partner at your table and take <b>5 min</b> to share your area of focus</li></ul>
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### Thought System

I project my script on to you or the event. My script is made up of my beliefs, attitudes, opinions, and "truths". My script determines my experience of life.

Everything is filtered through my thought system

### Perception - (Things I see, hear, taste, touch, smell)

### Thoughts – (beliefs, attitudes, and opinions)

Beliefs –The ways I believe things are. When do you think we developed or belief system? Psychologists suggest the bulk of our beliefs are set from 0 to 6 years old. For example, life is a struggle, men/women are not to be trusted, and work is fun/drudgery.

### Interpretations - (judgments)

How I feel as a result of my interpretation

### Feelings – (what emotion do I have around this subject?)

I can't have a feeling without a thought first. How I feel depends on my beliefs and my interpretation of those beliefs. As you can see, I can change my experience of an event or a person by changing my thoughts. Why would I do that? Well, what experience of life do I want?

**TIP:** If you are unclear if you are dealing with a thought/belief or a feeling consider this: If you say, "I feel that", inevitably, you are dealing with a belief, not a feeling

### Actions – (behaviors)

What action do I take as a result of the preceding steps?

## **Results – (the outcome as a result of my actions)**

Again I am back to perceiving my results and running through the thought system again. **This is the place self-criticism may come in.** I get a result I don't like so I "beat" myself up, based on past beliefs. Who in here has done that?

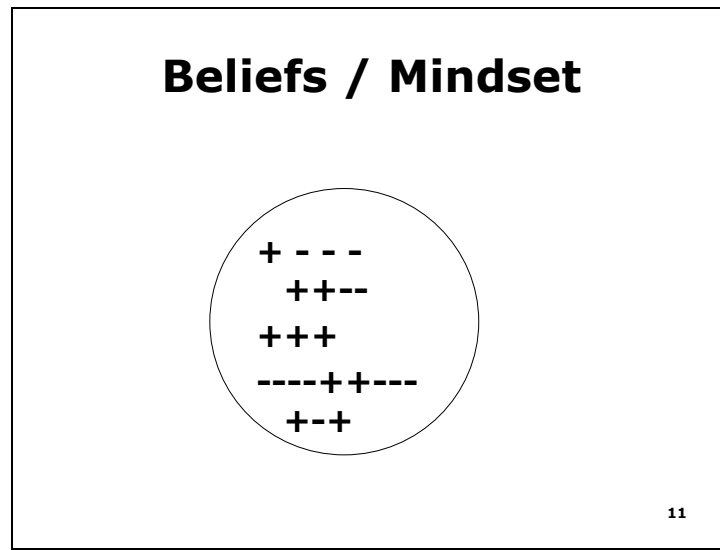
There is a theory called the Consistency Motivation Theory. According to this theory, people are:

- Motivated to do those things that they judge will help them make sense of the world
- Motivated to do those things that are consistent with currently held attitudes and beliefs
  - This comes from homeostasis, which is an organism's tendency to restore balance when an imbalance is perceived.

Therefore, as events enter my Thought System I want to be "right" about my beliefs and I look for proof that I am right. Fred is "always" late so I remember the times he was late not the times he was on time.

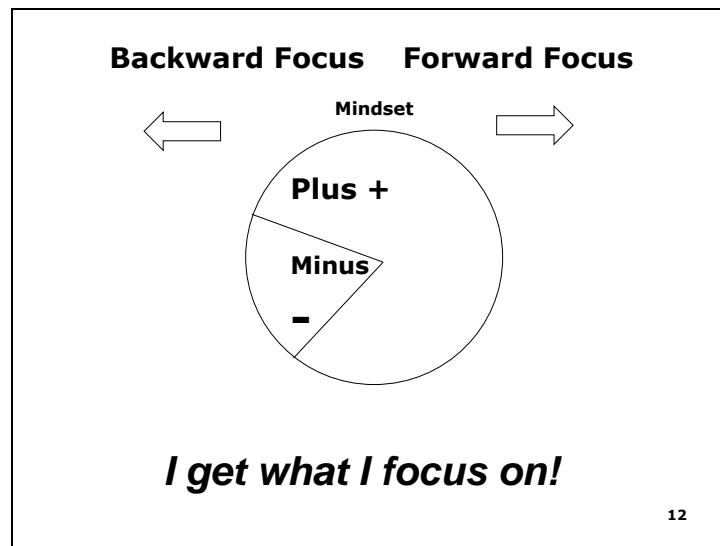
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We all have positive (+++) and negative (----) thoughts. Look at the Assessment charts. Perhaps you have positive and negative thoughts about different points on the lists? Let's call this our mindset.

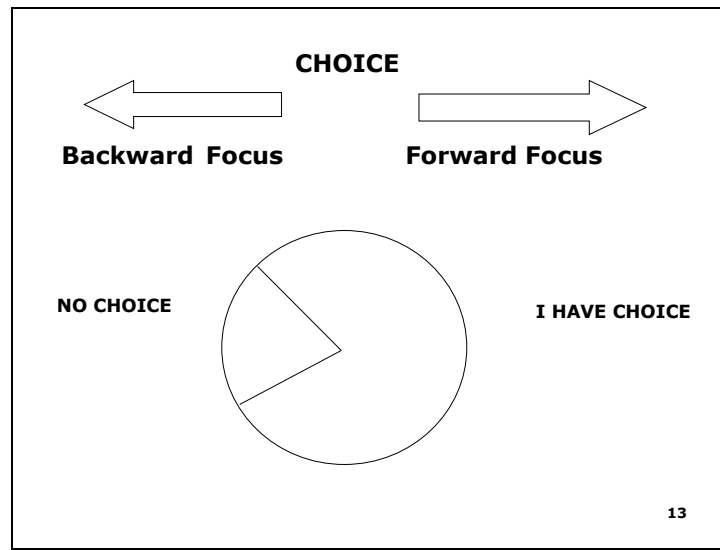
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Expanding this diagram, a handy question to ask myself is "Am I forward focused or backward focused"? ***I GET WHAT I FOCUS ON!***

Moving forward towards what I want (Forward Focus) is a more productive mindset.

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"Every choice has a \_\_\_\_\_"?

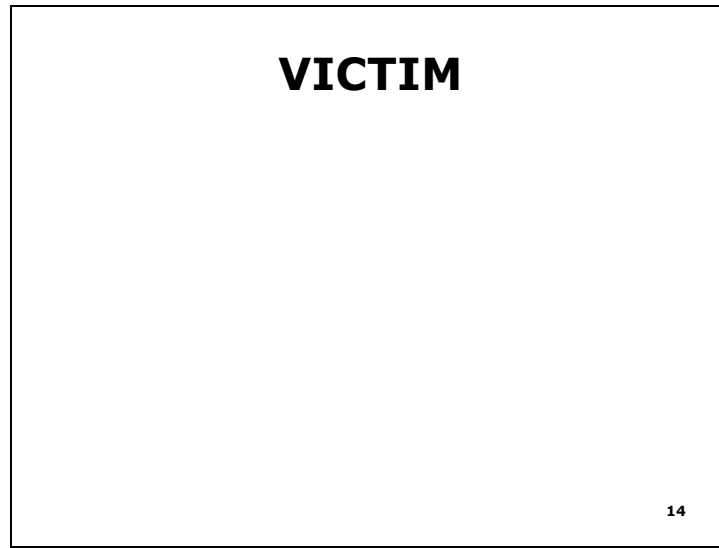
Do you believe we have choice regarding just about everything?

Looking at the "Thought System" chart on the wall, where in this process does choice come in?

Since things do happen out of our control, perhaps the ultimate control and choice I have is how I feel about it.

Are feelings a choice? Remember I can't have a feeling without a thought first. Is happiness a choice? Can you choose to feel happy or angry?

If people like or dislike their work, is that a choice?



How do you describe the mindset of victim?

*This "victim" mindset is neither bad nor good. The issue is that it is often not effective. It is not effective in helping you communicate or get what you want. It creates a perspective that you are not in control of your own destiny or issues. This mindset tends to be passive waiting for someone or something else to initiate a response. It also shifts the control and responsibility for issues onto someone or something else.*

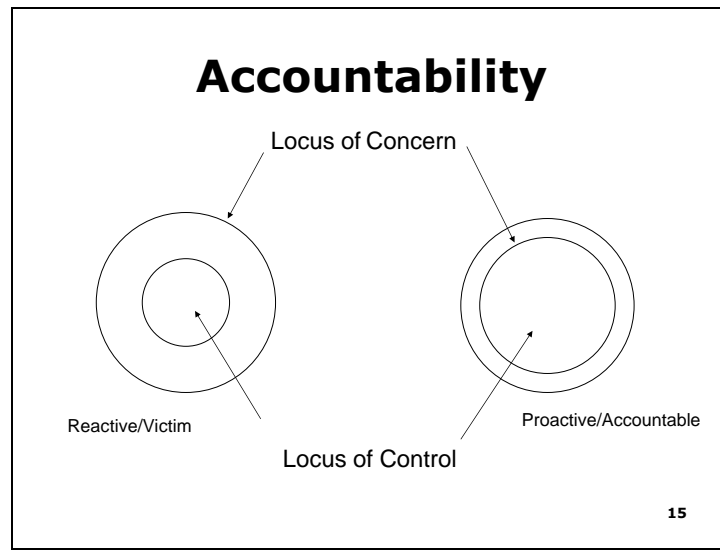
### **Victim**

Often victims may walk around with a BIG V on their chests so everyone knows they have been "had".

Think about the entrenched victims you have run across in your careers? What is their behavior like? What about the less obvious victim, the *covert* victim?

- Examples of covert victim:
- Good outcomes: our *virtues*
- Bad outcomes: rotten *luck*
- Good: *luck*
- Bad: our *fault*
- Our good fortune: hard *work*
- Everyone else: dumb *luck*

Entrenched victims will often form a society of victims. They hang out together complaining and not moving to solution. They want to enroll others in their victim position.



The definition of the term "locus" is "the place where something is situated or occurs." (Merriam Webster Dictionary)

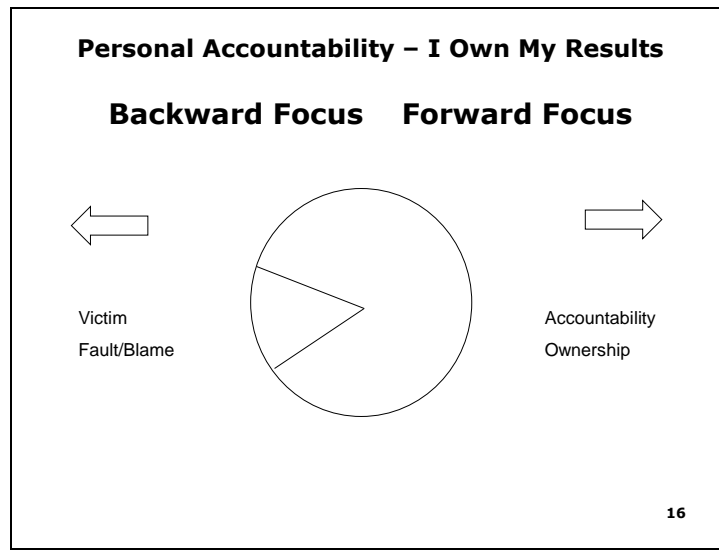
**Locus of concern: something I am concerned about but I have no control over**, e.g. weather or the economy. The result is I am reactive and in a victim mindset. The place and size of my concern on the topic.

**Locus of control:** something I can do, e.g. my thought system. The place and size of my sphere of control. What can I control?

The result is proactive and accountable. **Where do you have control regarding the weather? What I wear, inside or outside, change my mind**

**Internal locus of control empowers us.** I-can-make-things-happen attitude. As I focus on what I do have control over I feel empowered and I am proactive. This is a position of accountability.

Notes:



Being personally accountable:

- No fault or blame, it just is
- “I own my results” is a proactive mindset
- Focus on solution
- I may still go to victim but I get out quicker with accountability
- I own all the results in my life.

Do you also own all the great results in your life? If you are a great parent, do you take accountability for that? Or do you just say “I am lucky”, which is lack of ownership.

Accountable language is using “I” when I speak about myself rather than “you”. “You make me angry” is victim/blaming language. “I feel angry” \_\_\_\_\_ is ownership for my feelings.

#### Short Learning Partners Activity

Work with your Learning Partners, converting lack of ownership language to ownership language with the examples:

#### Lack of Ownership Language:

“I don’t have a choice.”

“I am so lucky.”

“I get all the bad luck.”

“You did this to me.”

I never get a break.”

#### Ownership Language:

\_\_\_\_\_

\_\_\_\_\_

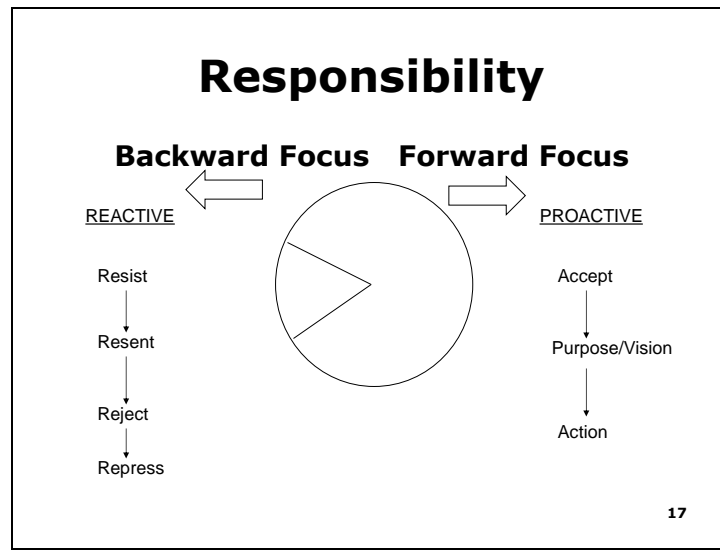
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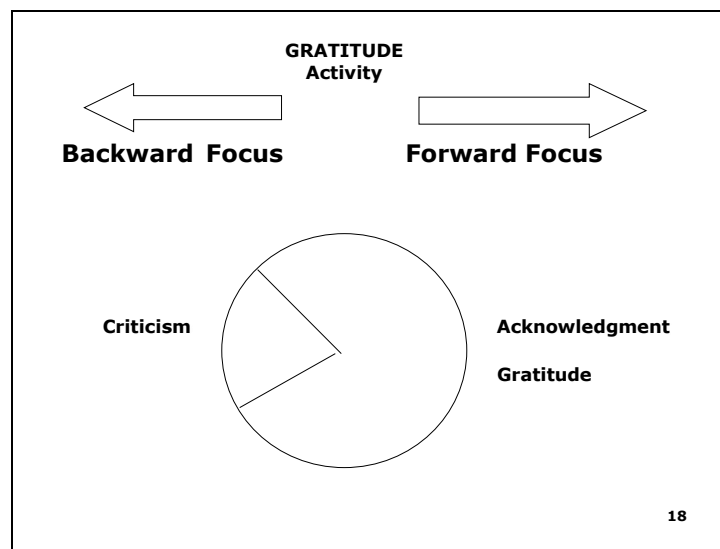
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A 2000 Job Satisfaction Survey by Winning Associates indicated only 41% of those surveyed felt acknowledged and appreciated at work.

Ken Blanchard, author of the *One-Minute Manager*, suggests “catch people doing something right”.

Often times employees will wait for their manager to acknowledge or appreciate them. The reality is some managers are lousy at appreciation and acknowledgment.

An emphasis on gratitude can enhance a corporate culture. We spend so many hours at work. Why not enjoy what you are doing? The good news is we don't have to wait for someone else to acknowledge us we can be the source. Imagine a work place where each person's contribution is acknowledged and appreciated. If that already exists in your department, why not notch it up and lead by example?

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## Unit 2

### Sources of Conflict

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## Conflict in the Workplace

- **TRIANGULATION**
  - What it is
  - How you avoid it
    - If you are triangulator
    - If you are being recruited by the triangulator

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How many of you work or have worked with an individual with whom you find yourself frequently or occasionally in conflict? This is the person that misses your point, doesn't "get" what you're trying to tell them you need, etc. It may be the person with whom you find working really frustrating-you just can't get into sync.

Without naming any names – can someone give me an example of working with someone who consistently misses what you're trying to say?

Were you ever able to figure out why the two of you have difficulty communicating?

We'll talk about why there are people with whom we communicate well, and others that we can find difficulty getting our message across.

We're going to start off our discussion on workplace communications by talking about a common workplace communication habit most of you will have seen. We're going to call this "triangulation".

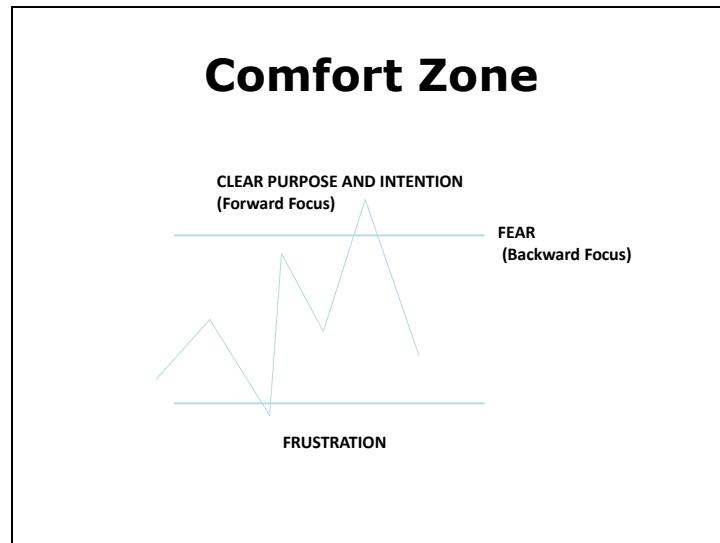
What do we mean by the term “triangulation”?

What are the potential ramifications of triangulation? What’s the potential fallout?

Looking back over our discussion about personal effectiveness and getting to choose how we feel about our workplace, what parts of the accountability model might be in play here?

Describe what you think might be an effective response to Person1 if you are Person3 – the person being brought into the conflict.

How big a problem do you think triangulation is in your center? How many of you would be willing to attempt to curtail it?



We have talked about the ways in which our thought system operates and how our beliefs often act as filters during the process of thinking and interpreting the world around us. There is a reason we don't automatically "check it out", re-think, or explore our reactions to information. Certain information, behavior, concepts or ideas can make us uncomfortable. When uncomfortable, many of us tend to avoid, going back to what is "comfortable".

The Comfort Zone is our personal area of beliefs or actions within which we feel comfortable. It is all the things we have done or believed often enough to feel comfortable. When we attempt to change our actions or beliefs we may feel uncomfortable. The primary emotion we feel as we bump up against our upper comfort zone boundary is fear; fear of failure, being hurt, looking foolish, the unknown, etc.

When we buy into the fear (protection) and do not move out of the Comfort Zone, this is called Backward Focus from our earlier mental model. The way to break out of a Comfort Zone is to clarify purpose and intention (Forward Focus). My purpose and intention to do or believe something must be more important to me than my fear of not doing or believing something.

For example, I may have a narrow Comfort Zone around resolving conflict. Whenever I engage in conflict resolution and I buy into my fear, I back off and retreat to what is comfortable. However, if resolving the conflict and healing the relationship (purpose and intention) is more important than my fear, I will move through the fear and expand my Comfort Zone.

Expanding a Comfort Zone requires experimenting with new and different actions and beliefs while experiencing new and different responses. We encourage you to try the concepts and tools in this class to expand your Comfort Zone and create a more enriching work experience.

## Organizational Norms

- **Stated Norms**
  - Policy
  - Procedure
  - Mission statement
  - Written expectations
- **Unstated norms**
  - The way things *really* are

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### Understanding Organizational and Group Dynamics and Negativity within Organizations

Organizations have stated and unstated “norms”. Norms are behaviors can be seen among members of the organization. A stated norm could be a written policy, practice, expectations, mission statement, etc. dealing with the organization. An unstated norm is how the people within that organization really apply and live it.

In the case of “unstated norms” (because what organization would have a norm that promotes negative behavior?) could there be a place where negativity is somewhat institutionalized or even in direct opposition to the agency’s stated norms/objectives?

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## Group/Team Dynamics

- **Bruce W. Tuckman**
  - Forming**
  - Storming**
  - Norming**
  - Performing**
  - (Later, Adjourning)**

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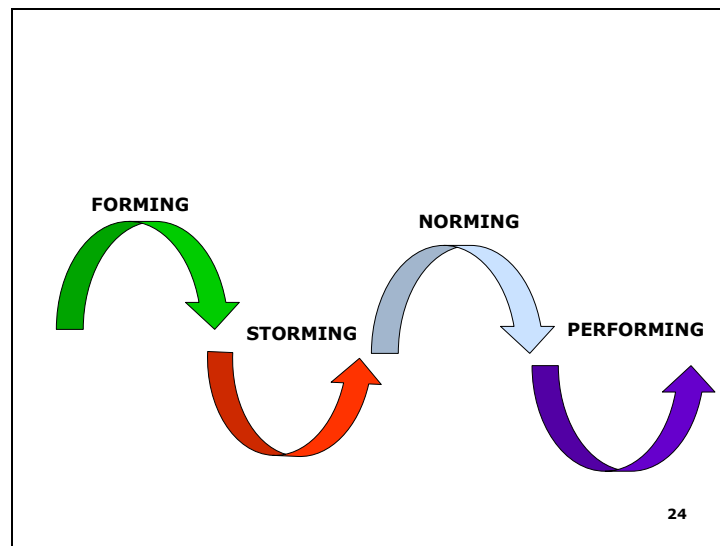
Let’s take a look at one way of working through some of the issues any organization or comm center might have. We’re going to look at group or team dynamics for a few moments.

There is a model of team development that was first proposed by Bruce Tuckman in a short article called ‘Developmental Sequence in Small Groups’ in 1965.

While working for the Naval Medical Research Institute studying small groups from all perspectives and under all conditions, he began looking for a sequence that would fit the findings of a majority of studies. Tuckman found four stages going from (1) orientation/testing/dependence (Forming) to (2) conflict (Storming), to (3) group cohesion (Norming), to (4) functional role-relatedness (Performing). For these I coined the terms: 'forming,' 'storming,' 'norming,' and 'performing' (Tuckman 1984).

("Adjourning" was added at a later time to look at how groups or teams conclude their projects or efforts).

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This is how Tuckman described the stages in the original article:

"Groups initially concern themselves with orientation accomplished primarily through testing. Such testing serves to identify the boundaries of both interpersonal and task behaviors. Coincident with testing in the interpersonal realm is the establishment of dependency relationships with leaders, other group members, or pre-existing standards. It may be said that orientation, testing and dependence constitute the group process of **forming**.

The second point in the sequence is characterized by conflict and polarization around interpersonal issues, with concomitant emotional responding in the task sphere. These behaviors serve as resistance to group influence and task requirements and may be labeled as **storming**.

Resistance is overcome in the third stage in which in-group feeling and cohesiveness develop, new standards evolve, and new roles are adopted. In the task realm, intimate, personal opinions are expressed. Thus, we have the stage of **norming**.

Finally, the group attains the fourth and final stage in which interpersonal structure becomes the tool of task activities. Roles become flexible and functional, and group energy is channeled into the task. Structural issues have been resolved, and structure can now become supportive of task performance. This stage can be labeled as **performing**."

(Tuckman 1965 - page 78 in the 2001 reprint)

Source: Smith, M. K. (2005) 'Bruce W. Tuckman - forming, storming, norming and performing in groups, *the encyclopedia of informal education*, [www.infed.org/thinkers/tuckman.htm](http://www.infed.org/thinkers/tuckman.htm).

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## The "What's Working?" Model

- **What's working**
  - Relatively well
- **What *could* work with tweaking**
- **What isn't working and will probably never work**

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When dealing with groups of individuals, in this case, our co-workers, it is clear we need a process by which change can be implemented sensibly, or concerns raised that make the team and the organization more effective.

There are a number of models or processes that can be used. The model we're going to discuss here, we'll call the "What's Working" model.

This model involves a group working together to identify areas within the group or the agency that are working well or not so well. It can be used to discuss agency-wide issues, or issues specific to certain parts of the comm center, such as shifts, CAD, or E9-1-1 phone system issues, etc.

One question to ask of the group is: **What is working?** That is, what seems to be a positive with the issue or organization?

The next question that can be explored is: **What's not working, but might work with some tweaking?**

The last question is: **What is not working and may never work.**

This model helps you determine where to spend your energy and focus. If something is working, and you all agree it is working, do you need to fix it? If something is not working, but *could* work with some tweaking, would that be a better place to focus your energy and resources? If it's not working and you all agree it probably never will, why invest energy there?

## **Wrap Up Day 1**

- **Summary**
- **Journal Activity**
  - What did I learn? What resonated with me today?
  - What did I learn today that I can use in my Area of Focus
- **Round robin take away**
- **Read chapters 1, 2, 4, 6**

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## **Review**

- **Mind set/beliefs**
- **Thought system**
- **Triangulation**
- **Organizational Norms**
- **Group Dynamics**

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 **Negativity** 

- “Nothing affects employee morale more insidiously than persistent workplace negativity..  
Negativity occurs in the attitude, outlook, and talk of one department member, or in a crescendo of voices responding to a workplace decision or event.”
  - Susan M. Heathfield, management & organizational development consultant

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When we think about the term “negativity”, do you think there are different types or forms of negativity? If so, what are they?

***Situational*** – something has occurred around which you or someone else has a negative reaction that seems to affect their general outlook about that incident or their situation in general. This negative reaction is not permanent.

***Habitual*** – persons whose perspectives tend toward the negative – may use terms like, always, forever, etc. These individuals tend to see the duration of an event as forever, and the scope of the event as all-encompassing. These individuals see the glass as half empty.

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## Situational & Habitual Negativity

- **Situational**
  - Finite duration – not on-going
  - Cause can be traced
- **Habitual**
  - On-going-generalized
  - Often based on misperceptions or groundless fears
  - View things as ALWAYS/FOREVER in duration
  - Far-Reaching in scope
  - Someone else is to blame (victim mentality)

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The CareerTrack model, used in the video training series "How to Overcome Negativity in the Workplace" sites two forms of negativity: situational and habitual.

**Situational Negativity** is a *reaction to a situation or event* – persons experiencing situational negativity can work to confront the negative perceptions, put in place a plan to deal with the event and move through it.

**Habitual negativity** was described as *"an ongoing reaction to situations in general; often based on unfounded fears or misperceptions, it occurs as a repeated pattern of behavior."*

One of the main differences between how we cope with a situation is how we perceive it.

Negative individuals, particularly habitually negative persons tend to view the event as **FOREVER/ALWAYS** in duration, **FAR-REACHING** in scope, **IT'S SOMEONE ELSE'S FAULT** (VICTIM mentality, blame, fault-finding) in cause.

\*Source: CareerTrack How to Overcome Negativity in the Workplace – Video Workbook

## **Organizational Negativity**

- **What happens when values collide?**
  - **Thought system model – values/beliefs**
  - **Personality conflicts**
    - **Triangulation/gossip**
  - **Lack of information/misinformation**
    - **Check it out**

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We talk about situational or habitual negativity for individuals. What other type of negativity could you as an employee have to cope with?

Notes:

## **Roots of Negativity: The 3 C's**

- **Lack or loss of competence**
- **Lack or loss of community**
- **Lack or loss of control**

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There is a book called “Managing Workplace Negativity” by Gary S. Topchik where he states that he has traced individual or agency-wide negativity to three main factors:

- **Lack or loss of competence**
- **Lack or loss of community**
- **Lack or loss of control**

A lack or loss of competence could be something that affects an individual or many individuals that result in their losing confidence in their abilities or decreases self-esteem.

Can you see times where you, others, or your general work environment has become more negative based upon feelings of competence?

A company called CareerTrack has a video series called How to Overcome Negativity in the Workplace that we previously used in this course.

In the video and workbook are suggestions for overcoming workplace negativity dealing with confidence. We'll talk about their suggestions, but what things do you think you might do to overcome negativity in yourself that is based upon a lack of confidence?

- **Eliminate your perfectionism – know when your work is good enough**
- **Get involved in projects at work that allow you to become successful**
- **Expand your skills – make and set professional goals – be self-directed in your own career development**

What do you think Mr. Topchik means by “lack or loss of community”?

- **Coworkers who leave the industry**
- **Shifts change; you now have to work with a new team, or supervisor**
- **Lack of cohesiveness among staff member**
- **Isolation from co-workers or group**
- **Negative publicity about your workplace or your job**
- **Significant in-fighting among people in your agency**

## **Negativity is a Habit**

- **Negative people see nothing wrong with their behavior –its habitual**
- **They see other people as negative, so it makes it OK for them**
  - **What does it cost us and our organizations?**
- **Most negative people don't get feedback on their behavior.**
  - **FEDX or conflict resolution models**

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Topchik says that negativity is a habit. He states that many negative people claim to be unaware that their behaviors are perceived as negative by others. His belief is that there are three reasons for this:

- Many negative individuals believe there is nothing wrong with their behavior. They have always behaved this way – their behavior is habitual.
- They see other people as negative and think that makes it okay for them to be negative as well.

What happens when negativity becomes the norm within an organization? What types of symptoms do you see?

Most negative people do not get feedback on their negativity. Why? If you work with someone who is very negative, what has kept you from giving them feedback on their negativity?

### **As an employee, how would you confront a coworker about their negativity?**

Earlier in the class, we mentioned that sometimes negative individuals or “victims” shop around for people who will listen to their complaints. In looking at our Mind Set model, on which side of the model do you see the negative person?

Think about how the triangulation discussion – do you see any of your negative coworkers being more or less likely to be involved in triangulation and gossip?

***"Always remember you are in control of your own reality. After all, perception dictates the way we ultimately see the world. You are in total control of how you choose to perceive life. Choose to fill your world (and organization) with opportunity and unbridled enthusiasm. Once you make those traits the core of your world, success becomes inevitable."***

**- Brian Norris – business consultant**

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We have been working with our poker chips for the last 3 days. Have any of you become more willing to become aware of when you have a negative thought? When we go back to our Thought System model, where on this model do you want focus and challenge negativity?

Brian Norris a consultant who conducts workshops for businesses ([www.briannorris.com](http://www.briannorris.com)), has a webpage where he gives his view on overcoming workplace negativity has stated it this way:

**"Always remember you are in control of your own reality.** After all, perception dictates the way we ultimately see the world. In my world, everything and everyone has infinite potential. I treat people with respect and dignity because in my reality, those qualities matter most. You are in total control of how you choose to perceive life. Choose to fill your world (and organization) with opportunity and unbridled enthusiasm. Once you make those traits the core of your world, success becomes inevitable."

We get to choose our own experience. Self-awareness is a choice. Choosing to re-think a reaction is a choice. You cannot change the negative perceptions of others. You CAN change your own.

What about looking at the culture that exists inside your agency?

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## A Strong Workplace Activity

- Gallup Organization Survey 1999
- 12 characteristics of a strong workplace
- Assessment of your agency/shift culture; not fault or blame – your point of view

Time: 25 minutes

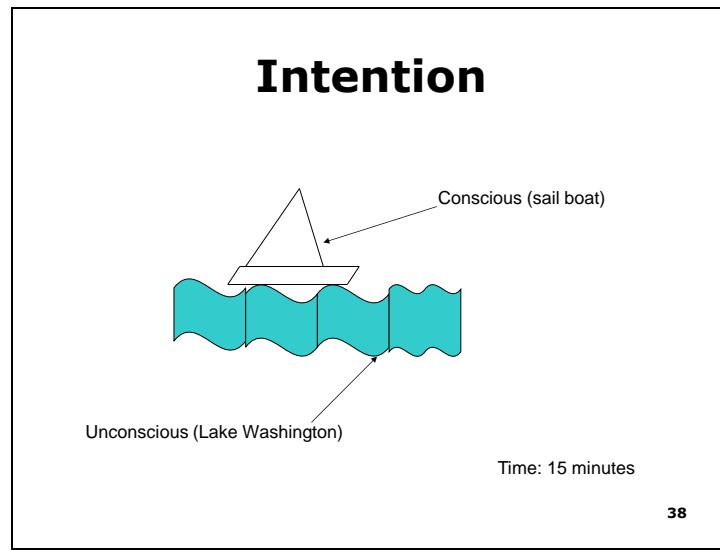
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## A Strong Workplace Survey

No.	Question	YES	NO
1	Do I know what is expected of me at work?		
2	Do I have the equipment and material I need to do my work right?		
3	At work, do I have the opportunity to do what I do best every day?		
4	In the last seven days, have I received recognition or praise for good work?		
5	Does my supervisor or someone at work seem to care about me as a person?		
6	Is there someone at work who encourages my development?		
7	At work, do my opinions seem to count?		
8	When I think about the mission/purpose of my company do I believe my work is important?		
9	Are my co-workers committed to doing quality work?		
10	Do I have a best friend at work?		
11	In the last six months, have I talked to someone about my progress?		
12	This last year, have I had opportunities at work?		
	<b>TOTAL</b>		

**35**



**Intention** – what I want. **Methods** are the way I go about getting it. (Intention is go to Denver the method may be fly, train or drive)

*In the Thought System we see the results of people's methods for getting what they want.*

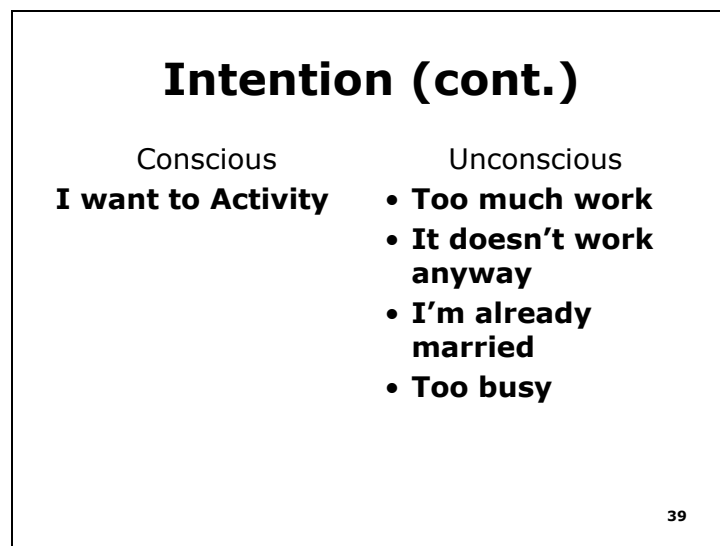
What we don't see is people's conscious or unconscious intentions.

Conscious intention – go to Denver

Unconscious intention – to escape my job

Another example, we see someone working a lot of overtime. We don't see the underlying intention which could be to put their children through school, pay off debts, save for a house, or avoid looking at their lives.

We have both conscious intentions and unconscious intentions. Conscious intentions are intentions I am aware of. Unconscious intentions are intentions I am not aware of.





Intention is either driven by purpose or fear (fwd focus /backward focus)  
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<b>CONSCIOUS Intention</b>	<b>UNCONSCIOUS Beliefs</b>
<b>I want to exercise</b>	<b>Too much work</b>
	<b>Doesn't work anyway</b>
	<b>I'm already married</b>
	<b>Too busy</b>

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**What's Your Sign...err...  
Style?**

**Unit 3**

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## What Makes Up Your "Style"?

- **Behavior**

- What a person ***does*** (*not thinks or feels*)

- **Body Language**

- How fast does she walk, talk gesture?

- How loudly does he speak? How much inflection does he use? What words does she use?

- Is he more/less likely to ask your opinion?

- Is the conversation centered on task or relationship?

### Learning Outcomes:

People Styles at Work – Behavioral Inventory - What is your behavioral style?

- \* You will be able to list the differences between *behavior, patterns, and habits* as described in the book *People Styles at Work*
- \* You will be able to determine his/her own behavioral style using the behavioral inventory provided in the book
- \* You will be able to use the inventory to determine assertiveness and responsiveness characteristics
- \* You will be able to describe the characteristics of the four primary styles

We gave you a book yesterday, *People Styles at Work* by Robert and Dorothy Bolton. This book is based upon the work of Dr. David Merrill

**What is your style? *It is the way other people see you behave.*** It's a pattern of assertive and responsive behavior. The pattern is useful in predicting how the person prefers to work with others.

***Behavior*** - This approach to understanding people is distinguished from many others in that it focuses on **behavior, not on personality**. ***A behavior is what a person does***; it's the outer expression of a person's life.

### Body language:

- How fast does the person walk, talk
- Does s/he gesture?
- How loudly does the person speak?
- How much inflection does s/he use?
- What words does a person choose? Is the person more likely to ask your opinion or tell his or her point of view?

### Is the conversation centered more on task or relationship?

By contrast, one's personality includes mental and emotional as well as behavioral characteristics. It deals as much with the inner self as with the outer expression of a person's life.

## Patterns

- **A group of traits that form an integrated whole.**
- **Some behaviors that go together and are associated with a pattern**
- **Once patterns are identified in another person, you can assume that other behaviors are present that are part of that same pattern.**

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**Patterns** - a person's style is based on patterns of behavior. **A pattern is a group of traits** that form a coherent, integrated whole. Certain behaviors go together and the behaviors associated with a pattern are linked and have a thematic consistency.

It is not enough to understand each isolated behavior-you need to sense the patterns to understand the person. When you note a person using some behaviors of a pattern, you can assume that other behaviors are present that are part of the same pattern.

## Predicting Probable Behavior

- **Habit**
  - **Your style is determined by habitual rather than occasional behaviors**
  - **Things you do repeatedly, without thinking**
  - **Because behaviors are habitual, they feel natural – we are in our *comfort zone***

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### Predicting Probable Behavior

**Habit-one's style is determined by habitual rather than occasional behaviors.** It's about the things a person does repeatedly. It's about the things we do without thinking. Second nature-things we rely on instinctively. Because behaviors associated with our style are so habitual, they feel natural. We are in our "**comfort zone**".

- **Your style is how others see you**
- **Two Keys:**
  - **ASSERTIVENESS**
  - **RESPONSIVENESS**

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### **Your Behavioral Style**

People Styles at Work - Self-knowledge is the beginning of wisdom. We are going to focus on the behavioral inventory to determine your style.

Your style-how other people see you

There are no good or bad styles, only differences between people. Success or failure is unrelated to any style; there are no good or bad choices and no right or wrong answers.

Each of us has a picture of how we'd like to be seen by others and because we're human, there's always some disparity between our daily actions and the way we hope others perceive us.

Facilitator begins lecturette

#### Chapter 4 - Two Keys to Understanding People

Two dimensions of behavior-only two sets of signals you'll need to observe in order to help ascertain the other person's behavioral style.

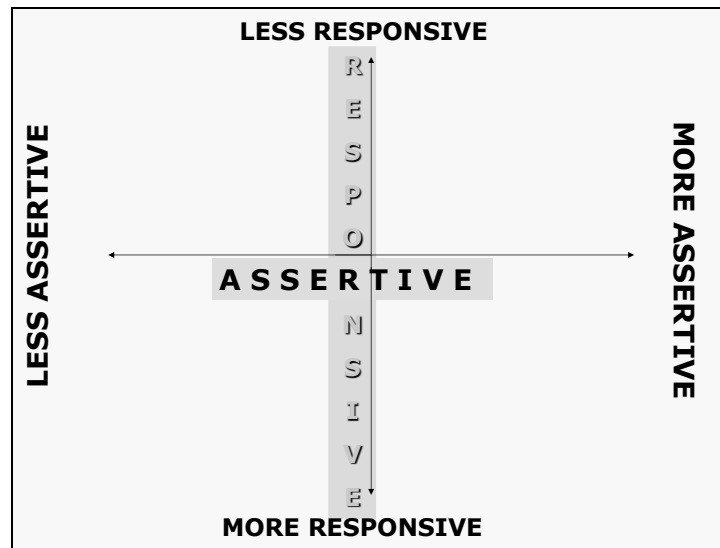
In the 60's, Dr. Merrill discovered that two clusters of behavior - assertiveness and responsiveness-were helpful in predicting how people were likely to behave.

**ASSERTIVENESS**-ones level of assertiveness is the degree to which one's behavior is seen by others as being forceful or directive. It's helpful to think of a continuum of assertiveness. Gradations of behavior along the continuum are imperceptible, as indicated by the gradual darkening of the assertiveness continuum.

**RESPONSIVENESS**- is the other crucial dimension of behavior in this model. One's level of responsiveness is the degree to which one is seen by others as showing one's own emotions or demonstrating an awareness of the feelings of others. We are looking at whether or not a person's behavior tends to be more or less responsive than that of half the population.

**A person whose behavior tends to be more responsive or emotionally disclosing than half the population is listed below the line** - assertiveness continuum that bisects the responsiveness line. People who are more reserved are said to be above the line.

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## ASSERTIVENESS

- Assertive does not mean aggressive
- Being less assertive does not mean submissive

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**ASSERTIVENESS**-ones level of assertiveness is **the degree to which one's behavior is seen by others as being forceful or directive**. It's helpful to think of a continuum of assertiveness. Gradations of behavior along the continuum are imperceptible, as indicated by the gradual darkening of the assertiveness continuum.

The assertiveness continuum is cut in half by a line or axis-the responsiveness continuum.

**People whose characteristic behavior is more assertive than half the population are sometimes referred to as "right of the line"** because that's where they are located on the continuum. People in the less assertive half of the continuum get their needs met by using less forceful and less directive manner, than do the other half of the population.

**A distinction is often made between assertiveness and aggressiveness.** It's a significant difference. For purposes here, all we need to know is whether someone's behavior is more or less forceful and directive than that of half the population.

Regarding the other half of the continuum, people sometimes **assume that lower levels of assertiveness indicate submissiveness. Not so.** While it's true that some less assertive people are submissive, many simply use less forceful ways to get their needs met. Submissive behavior is an indicator of how people use their style, not what their style is.

We don't mean that s/he is always less or more assertive, most behaviors will fall within the continuum, though. One's level of assertiveness, as perceived by others, does not necessarily reflect a person's level of inner drive.

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### More Assertive People Tend To:

- Exude more energy
- Move faster
- Gesture more
- More intense eye contact
- Be erect or lean forward
- Talk faster
- Talk louder
- Speak more often
- Decide quicker
- Be more risk-oriented
- Be more confrontational
- Be more direct
- Demonstrate anger quicker

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**More assertive people have many if not most of the following behavioral characteristic:**

- Move **faster**
- Gesture more **vIgOrOuSly!!!**
- Have more **intense eye contact**
- Be erect or lean **forward**, especially when making a point
- Speak more **rapidly**
- Speak **LOUDER**
- **Speak more often** (speak more often, speak more often, oh, did I say that?)
- Address problems quicker
- Decide **quicker**
- Be more risk-oriented
- Be more **confrontational**
- Be more **direct and emphatic** when expressing opinions, making requests, giving directions
- Exert more pressure for a decision or for taking action
- Demonstrate **anger quicker** ☹ ☹ ☹

### Less Assertive People Tend To:

<ul style="list-style-type: none"><li>• Move slower</li><li>• Less vigorous gesturing</li><li>• Less intense eye contact</li><li>• Lean back when making a point</li><li>• Speak slower</li><li>• Talk less often</li><li>• Slower to address problems</li></ul>	<ul style="list-style-type: none"><li>• Decide less quickly</li><li>• Be less risk-oriented</li><li>• Be less confrontational</li><li>• Be less direct or emphatic when expressing opinions, making requests or giving directions</li><li>• Slower to demonstrate anger</li></ul>
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**Less assertive people tend to:**

- Demonstrate less energy
- Move s-l-o-w-e-r
- Gesture less vigorously
- Have less intense eye contact
- Lean backward even when making a point
- Speak less rapidly
- Speak more softly
- Speak less often
- Be slower to address problems
- Decide less quickly
- Be less risk-oriented
- Be less confrontational
- Be less direct and less emphatic when expressing opinions, making requests, and giving directions
- Exert less pressure for making a decision or taking action
- Demonstrate less anger quickly ☺ ☺ ☺

## RESPONSIVENESS

- **The degree to which others see you show your emotions or demonstrate an awareness of feelings of others.**

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**RESPONSIVENESS**- is the other crucial dimension of behavior in this model. One's level of responsiveness is the degree to which one is seen by others as showing one's own emotions or demonstrating an awareness of the feelings of others. We are looking at whether or not a person's behavior tends to be more or less responsive than that of half the population.

**A person whose behavior tends to be more responsive or emotionally disclosing than half the population is listed below the line** - assertiveness continuum that bisects the responsiveness line. People who are more reserved are said to be above the line.

## People Who are More Responsive Tend To:

• <b>Express feelings</b>	• <b>Use more anecdotes and stories</b>
• <b>Appear friendlier</b>	• <b>Express more concern about the human aspect of issues</b>
• <b>Use more facial expressions</b>	• <b>Prefer working with people</b>
• <b>Gesture more freely</b>	• <b>Be less structured in use of time</b>
• <b>Have more voice inflection</b>	
• <b>Be comfortable with small talk</b>	

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**Characteristics of more responsive people, compared to the less responsive half of the population, they tend to:**

- Express feelings more o-p-e-n-l-y
- Appear friendlier ☺
- Be more facially expressive ...☺ ☺
- Gesture more freely
- Have more voice inFLEction!
- Be comfortable with small talk (talk, talk, talk, talk)
- Use more anecdotes and stories (Then when I was in the third grade...)
- Express more concern about the human aspect of issues
- Prefer working with people
- Dress more casually
- Be less structured in their use of time

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### **Less Responsive People Tend To:**

<ul style="list-style-type: none"><li>• <b>Be less disclosing of feelings</b></li><li>• <b>Appear more reserved</b></li><li>• <b>Have less facial expressiveness</b></li><li>• <b>Gesture less often</b></li><li>• <b>Have less vocal inflection</b></li></ul>	<ul style="list-style-type: none"><li>• <b>Be less interested or adept at small talk</b></li><li>• <b>Be more task-oriented</b></li><li>• <b>Prefer working alone</b></li><li>• <b>Dress more formally</b></li><li>• <b>Be more structured in use of their time</b></li></ul>
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**Less responsive people tend to:**

- Be less disclosing of feelings
- Appear more reserved
- Have less facial expressiveness
- Gesture less often
- Have less vocal inflection
- be less interested in and less adept at "small talk"
- Be more task-oriented
- Prefer working alone
- Dress more formally
- Be more structured in their use of time

## It's All Good!

- **People in every quadrant can be successful**
- **It is nearly impossible to permanently change your characteristic level of either type of behavior**

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Wherever you are on the axis, it's a good place to be! People in every quadrant can be successful.

***It is virtually impossible to permanently change your characteristic*** level of either type of behavior. (Why would you want to-all styles are good places to be)?

Our behavior patterns are ingrained by the time we reach adulthood and it is extremely difficult to fundamentally change-The habits involving the management of emotion may be the most difficult of all to break.

**Mainly people are often self-critical and want to change that they fundamentally are.**

Self-development is a desirable activity, but it's equally important to respect and celebrate the fundamental and essentially unchangeable aspects of yourself.

This includes accepting your characteristic degrees of assertiveness and responsiveness

## How to Identify Another Person's Style

- Through *observation*
  - Purposeful and focused
- Observation is not the same as *inferring*.
- Based upon a *directly observable* behavior
  - Push aside the tendency to read meanings into what you see and hear
  - Look for levels of responsiveness and assertiveness
  - Fine tune your assessment

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### How to Identify a Person's style

Style identification is a way of learning about people ***through observation***. Observation is purposeful and focused.

#### **Separate Observing From Inferring**

Style identification is based on the observation of behavior. **Behavior is what a person does that can be seen and heard it is directly observable.**

Many inner qualities lie beneath the behavioral surface; thoughts, feelings, attitudes, motives, beliefs, values. **Inner qualities can't be observed.**

No one can know for sure what's going on in another person's inner world. We can only infer, or guess, at what another person is thinking or feeling.

The distinction between observing behavior and making inferences can be difficult to separate. Even after people have been taught the difference, when asked to observe and describe behaviors, they often report their inferences.

When identifying a person's style, focus strictly on behavior-what the person says or does- ***push aside the tendency to read meanings into what you see and hear.***

Don't make judgments now – you may find yourself reacting to the behavior (liking it or not liking it).  
What to look for:

Use of selective perception – specific clues most useful in discovering a person's style

#### **Level of assertiveness**

- Amount of talking (more or less)
- Rate of speaking (faster or slower) Voice volume (louder or softer)
- Body movement (faster or slower)
- Energy expressed (more or less)
- Posture (leans back or forward)
- Forcefulness of gestures (less or more)
- Shortcut for indicators of assertiveness:
  - Less assertive: less, slower, softer
  - More assertive: more, faster, louder

**Level of responsiveness:**

- Facial animation (less or more)
- Voice variation (less or more)
- Flowing of gestures (less or more)

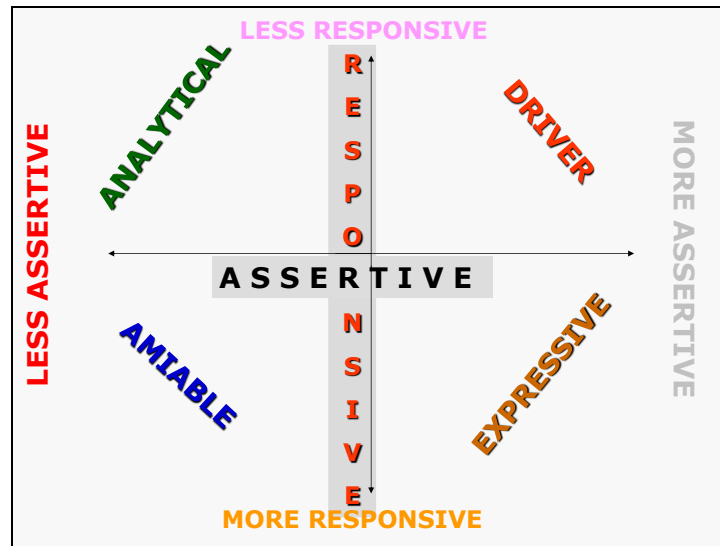
**Fine tune your assessment** – After determining another's style- further determine your style identification

Figure out whether the person is more or less assertive than half the population. If s/he is more assertive than half, then ask yourself if the person is more or less assertive than 75% of the population. If the person is less assertive than half, ask if this person is more or less assertive than 25% of the population.

Use the same process to determine what quarter of the vertical responsiveness axis best characterizes the person.

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### Style names

Unfortunately, we must have a name in order to communicate easily about the four styles. Do not focus on your perception about the name because for each name comes a full spectrum of behaviors. **Each style is far richer than its name implies.**

These are typical levels of assertiveness and responsiveness:

- ANALYTICALS** - Less assertive than half the population and less responsive (less emotionally disclosing) than half the population
- DRIVERS** - More assertive than half the population and less responsive (less emotionally disclosing) than half the population
- EXPRESSIVES** - More assertive than half the population and more response than half the population
- AMIABLES** - Less assertive than half the population and more responsive than half the population

### Which one of the four styles is yours?

Remember this is what you think others perceive of you as more or less assertive or responsive.

**Research suggests that only about 50% of you will assess yourself as others would.** For this reason, think about having 3-5 people who know you well do the BI on their perceptions of you.

## **Which Style is Yours?**

- **Everyone has a dominant style**
- **Each has potential and weaknesses.**
- **Everyone has traces of all styles**
- **You can't change your dominant style-that's okay, they are all good**
- **You are more than just your dominant style and you are unique from others who fall into your style.**
- **Your acceptance of each of the styles enables you to make this model work for your rather than against you.**

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### **IN DEPTH DISCUSSION OF THE FOUR STYLES**

- Everyone has a dominant style
- Each style has potential strengths and weaknesses.
- Everyone has traces or parts of the three non-dominant styles.
- You can't change your dominant style-that's okay, they are all good
- You are more than just your dominant style and you are unique from others who fall into your style.
- Your acceptance of each of the styles enables you to make this model work for your rather than against you.

## Analyticals

- **More emotionally restrained / less assertive**
- **They want to be right the 1<sup>st</sup> time**
- **High standards**
- **Self-critical /perfectionistic**
- **Organized**

- **Seeks more data**
- **Like to work alone**
- **Low-key body language**
- **Walk slower**
- **Less eye contact**
- **Conservative dressers**
- **Quietest of all the styles**

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### Analyticals

- More emotionally restrained with less assertiveness.
- They want to be right! "Let's do it right the first time".
- Set very high standards and are willing to do the time-consuming work need to achieve or exceed those standards-they are sticklers for detail.
- Tend to be the most critical of styles-they are perfectionists, often hard on themselves and others.
- They are generally very sparing with compliments and expressions of appreciation.
- It can be demoralizing to work with them if they don't guard against these tendencies.
- They are generally systematic and well organized. At worst, they can degenerate into bureaucracy of excessive regulations and by-the-book mentality.
- This style craves data-the more the better "knowledge is power".
- They don't make decisions hastily, they want to make the right choice and weigh the options, sometimes over agonizing about decisions.
- They often like to be or work alone or with just a few other people.
- Body language is low-key
- Walk more slowly than right of the line folks, don't gesture, as much, and what gestures they do use tend to be smaller, less flowing and less emphatic.
- Sometimes they can be noted for not having much eye contact or facial expressiveness.
- They tend to dress conservatively and their office may be decorated in business-like décor.
- They are the quietest of the styles, tending to speak less often than people of other styles are, except when delving into detail about a topic they have analyzed.
- Content of their conversation is usually more task-oriented than people-oriented.
- They strive for accuracy and will often elaborate on both sides of an issue.
- They don't tend to wear their feelings on their sleeve and may be less direct when making a request or stating an opinion.
- They tend to avoid the emotionality that's related to conflict. When others are carried away by emotion, Analyticals retreat into their heads and become emotionally detached.

- They assume a rational approach and can cool an overheated situation.
- When an analytical avoids conflict, important issues are tabled and problems are left unattended, thereby missing significant opportunities.
- On time management issues, they tend to be punctual for appointments but tardy in meeting deadlines. They do things more slowly and deliberately than most people do because they are exceptionally thorough-quiet and industrious.



## Amiables

- **Less assertive / more responsive**
- **Team players – like working with others**
- **Don't seek the spotlight**
- **Value others' contributions**
- **Are "helpers" - volunteer**

- **Adept at integrating conflicting opinions**
- **May over-commit themselves**
- **Perform best in a stable, structured situation**
- **Ties to others more personal**
- **They use less "air time" than more assertive styles**

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Amiables	
• Lower-left quadrant-they are less assertive and have more than average responsiveness	
• Similar to analyticals in assertiveness, but different in their responsiveness- they are team players who prefer working with others particularly in small groups or one-on-one.	
• They don't seek the spotlight and seldom get into ego clashes with others.	
• Less likely than the more assertive styles to seek power for themselves.	
• They can be skilled at encouraging others to expand on their ideas and are good at seeing value in other people's contributions.	
• They are also adept at integrating conflicting opinions into a synthesis that all parties can genuinely support.	
• Their effectiveness as team players is enhanced by their generosity with their time.	
• They are helpers who will volunteer to do	
• Unglamorous, out-of-the-limelight activities for the team.	
• They may overdo it to such an extent as to default on delivering his or her commitments in a timely manner.	
• Quiet friendliness is an asset in working with people, very people-oriented.	
• Ties to others are often more personal than is characteristic of other styles.	
• They are empathetic and compassionate; people tend to confide in them.	
• They perform best in a stable, clearly structured situation.	
• They often prefer to have the organization define their goal and set their goals as long as the demands are reasonable.	
• Some Amiables overdo their friendliness are sidetracked from their task by their desire to related to people.	
• Drivers and analyticals are prone to overemphasize the tasks while Amiables and Expressives may give disproportionate time and attention to their relationships with people.	
• They shine as maintainers-they value what has already been created and find satisfaction in working to preserve it.	
• They are comfortable doing routine procedures and following processes established by others.	
• Like analyticals, they tend to be indecisive and take a cautious approach to decision making.	

- They will often delay making a decision, especially when risk is involved or when it's a controversial call that may upset other people.
- They may also delay making a decision simply because they find it so uncomfortable to make a clear-cut choice.
- They are conscientious, but prefer to hear directly from people rather than reading memos-they prefer face-to-face or over the phone and may be well connected to the grapevine.
- They are patient with other people and with organizations.
- Once they've reached their limit, though, they may eventually become angry and will be slow to forgive or forget.
- Body language low-key, walking more slowly than the more assertive styles and may have less erect posture.
- They often lean back in their chairs when even when making a request or stating an opinion.
- Communicating, their movement tends to be fluid and graceful, though not dramatic.
- They are comfortable with eye contact and are facially expressive.
- In conversation, they use less "air time" than the more assertive styles and often speak in warm, low volume tones.
- Their conversation is more people-oriented rather than task oriented.
- They may ask you about your trip or your child, etc.
- While they may reveal personal things about themselves that make people feel that they know them better than they know most people, Amiables may be surprisingly guarded. Especially withholding feelings of anger or critical judgments of others-they may appear calm when internally they have strong feelings.
- They often make a request or state an opinion indirectly-sometimes they appear that they are not taking a clear stand on an issue.
- They need to maintain pleasant relationships and may be unwilling to confront a person's performance problems-they tend to avoid giving corrective feedback.
- As a manager, they can be slow to a fault in dealing with an employee's inadequate performance, and this style may be squeamish about using authority.
- High-performing Amiables overcome the tendency to conceal true opinions yet preserve their concern for the other person and have a desire not to harm the relationship.
- Their diplomatic timing and phrasing may enable their message to get through to people who were unresponsive to the same idea presented more bluntly by others

## Expressives

<ul style="list-style-type: none"> <li>• <b>WHAAAHOOOO!</b></li> <li>• <b>More assertive / more responsive</b></li> <li>• <b>Most flamboyant and outgoing of the styles</b></li> <li>• <b>Restless energy</b></li> <li>• <b>May tune out when bored</b></li> <li>• <b>They can be dreamers</b></li> <li>• <b>Can seem to relate effortlessly to strangers</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Tend to be impulsive</b></li> <li>• <b>Can go to emotional extremes</b></li> <li>• <b>May be quickest to anger</b></li> <li>• <b>They use more "air time"</b></li> <li>• <b>Most verbally fluent and facially expressive/communicative of the styles</b></li> </ul>
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### Expressives

- Lower right portion of the grid, more than average assertiveness and emotional responsiveness
- Amiables and Expressives have common characteristics of being more responsive than half the population. Expressives and drivers are the two more assertive styles
- Expressives are the most flamboyant of styles. They tend toward the dramatic. They light bright colors, bold statements, and eye-catching projects. This style thrives being in the limelight and naturally gravitates toward center state.
- They have lots of energy that when combined with assertiveness can make them seem overwhelming at times.
- They are continually on the go and don't like to spend too long in any one spot
- They have restless energy and when required to sit through a long meeting, you may see the expressive shift in his/her chair, jiggle legs, move hands arms, toy with paper clips or pencils, etc.
- When bored they tend to tune out.
- They are the most outgoing of the styles and seem to relate easily and effortlessly to strangers.
- When they have a choice of doing something alone or with someone, they prefer to link up with others
- They may be dreamers and their vision is typically bold and imaginative.
- This style focuses on broad generalizations rather than facts.
- They tend to be impulsive, and may have to work their way out of more than their share of problems.
- They can create problems for themselves and others in the workplace due to their impulsiveness-they are often behind schedule with projects and some habitually miss deadlines.
- More than other styles, they may be on an emotional roller coaster and may have emotional extremes.
- Expressives are playful and fun loving and can make work more fun and enjoyable.
- They use flowing gestures, more of them and the gestures are bigger and more forceful.
- Their facial expressions are the most communicative of all styles.
- More than any other style, they modulate the pitch and tone of voice to match what they are saying.
- They are tell-assertive. They advocate more than they inquire-talk more than listen.

- They have a tendency to interrupt others and monopolize the conversation.
- The most verbally fluent of the styles
- Tend to be storytellers

## Drivers

<ul style="list-style-type: none"> <li>• <b>Results &amp; action oriented – bottom line</b></li> <li>• <b>Set high standards</b></li> <li>• <b>May not consider long-range implications of actions</b></li> <li>• <b>Get-it-done type</b></li> <li>• <b>More likely to change their minds</b></li> <li>• <b>More intense facial expressions and eye contact</b></li> <li>• <b>Excel in time management</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Lean forward, talk faster</b></li> <li>• <b>Speech is fast-paced</b></li> <li>• <b>Forceful gestures</b></li> <li>• <b>Limited small talk</b></li> <li>• <b>More task-oriented than people-oriented</b></li> <li>• <b>High energy/fast pace &amp; directness can trigger resentment</b></li> </ul>
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### Drivers

This style is located in the upper right area of the grid. Drivers blend higher-than-average level of assertiveness with a less-than-average responsiveness.

- They are results-focused and the most practical of the styles, priding themselves on their bottom-line orientation.
- Action-oriented
- They like to set high standards and goals then go about accomplishing them.
- They are the get-it-done types of persons.
- They may not consider the long-range implications of their actions.
- They are very decisive.
- They are more likely to change their mind than are the less assertive styles (analyticals or Amiables).
- They excel in time management.
- Body language suggests purposefulness.
- They lean forward, walking faster than most people do.
- Tend to have more intense facial expressions with direct eye contact.
- Drivers' speech is fast-paced.
- They use forceful gestures.
- They may use a task-oriented approach to communications, possibly engaging a little "small talk" in an effort to build rapport – but s/he has to work at it-this is not their normal communication style and may come across as false
- Their high energy, fast pace, purposefulness and directness of speech can trigger resentment in people
- They are less emotionally disclosing than the other greater-than-average assertive style, Expressive.
- They are task-oriented more than people-oriented.

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## **Which Style is Yours?**

- **Take your behavioral inventories**
- **Don't talk to others during this process**

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## **Unit 3 Summary**

- **Patterns**
- **Predictable Behavior**
- **Assertiveness**
- **Responsiveness**
- **Characteristics of the four styles**
- **Read Chapters 7, 8, 9 tonight**
- **Journal/takeaway**

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# Unit 4

## People Styles Under *Stress* - Understanding Backup Styles

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# Back Up Styles Intro & Activities

How do you behave when you  
feel stressed during an  
interaction with someone  
else?

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## What's Your Backup Style?

- Expressives – ?
- Drivers – ?
- Amiables – ?
- Analyticals – ?

**Backup behavior becomes more extreme and inflexible**

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### **PEOPLE STYLES - Styles under stress - primary back-up styles**

People move from their normal style to a characteristic backup style in response to excessive stress

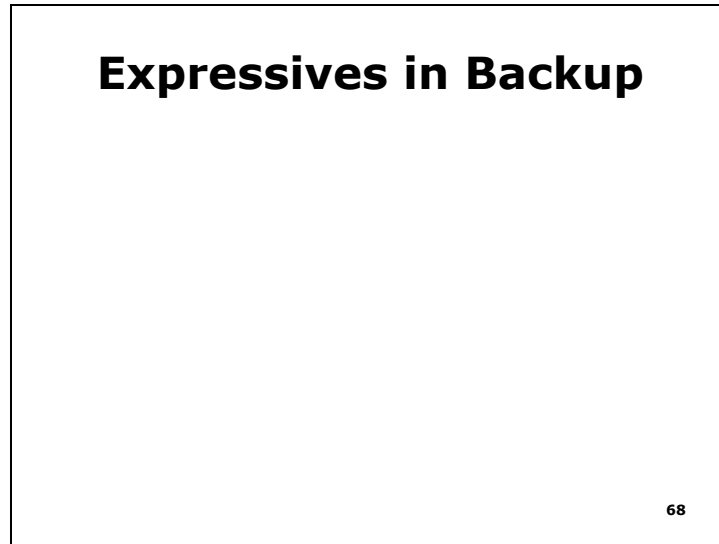
**Unintentionally, their behavior becomes more extreme and inflexible.** The switch from normal to backup behavior is not a conscious choice. A person's normal style-based behavior becomes extreme.

**In backup-people's behavior becomes inflexible.** They respond not to what the interpersonal situation calls for but to the stress that they are feeling, regardless of the wishes or feelings of others.

Notes:

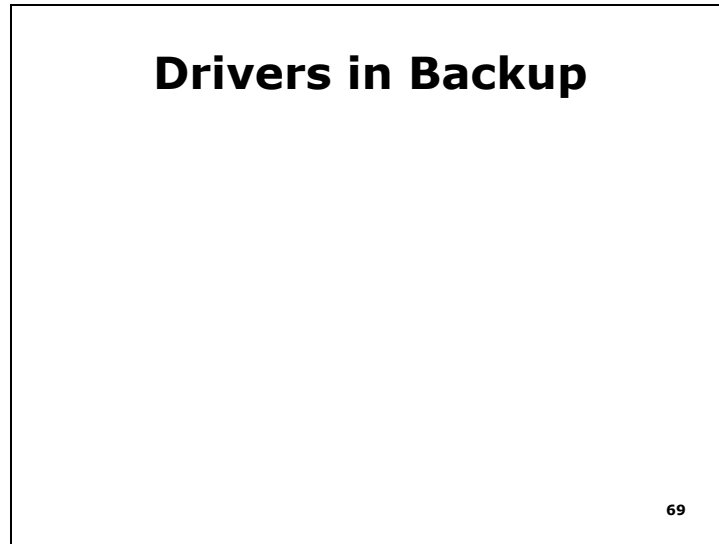


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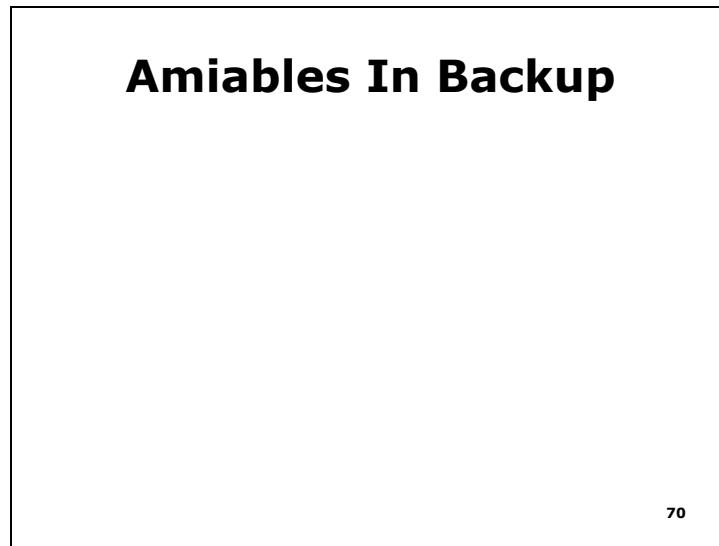
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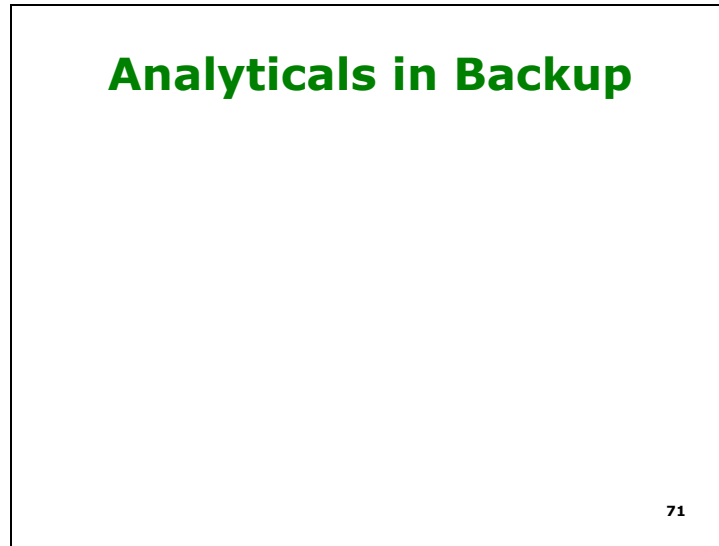
**Notes:**

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Notes:

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Notes:

## Secondary Backup Styles

- In your groups, look at your list again, and imagine which behaviors you tend to exhibit when stressed even further.
- List 3 behaviors

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### **Going Deeper into Backup – Secondary Backup Styles**

After backup, when tension decreases over time, people return to their normal behavior.

If stress continues to build further, they are likely to shift into a **secondary backup style**, which is quite different from their normal style or primary backup. While primary back is an exaggeration or intensification of one's style-based behavior, a person's secondary backup style is normally directly across the assertion continuum from the first backup style.

## **The Secondary Backup Styles**

- **Expressives – ?**
- **Drivers – ?**
- **Amiables – ?**
- **Analyticals –**

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Notes:

## The Good & Bad News

- **Backup styles help prevent stress from surging to levels that are dangerous to one's physical and emotional health – it is a protective device – like a circuit breaker**
- **When you become frustrated with your own or someone else's back up style remember:**
  - That person is experiencing excessive stress
  - It is a safety valve

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### The Good News and the Bad News

Not a lot of good news about backup styles, but there is some and it's important.

**A backup style helps prevent stress from surging to the levels that are dangerous to one's physical and emotional health.**

Backup behavior is a protective device that helps alleviate dangerous levels of stress, like a circuit breaker.

Whenever you become frustrated with your own or someone else's backup style, **it's important to remember two things:**

- **The person is experiencing excessive stress**
- **The extreme, rigid, and frustrating behavior is a safety valve** that helps protect the person from the ravages of dangerous levels of stress.

## **Backup Behavior Can Get You Into Trouble**

- **Judgment is impaired**
  - **Decisions made in backup may be poor**
- **It is disagreeable for others to experience**
- **It is contagious – it stresses others who may go into backup styles**
- **It can cause long-term damage to relationships**

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Although backup behavior may save your life, it can also get you into trouble

- **Judgment when in the back up style may be severely impaired.**
- **Decisions made in backup behavior mode may come back to haunt you.**
- **It is disagreeable for others to experience.**
- **It is highly contagious as it stresses others who may go into back up.**

Whatever your backup behavior, it's liable to trigger a spiral of increasing stress and counterproductive responses and **can cause long-term damage to relationships**



## Damage Control When You're in Backup

- Eliminate as much stress as you can
- Change your thinking
- Reschedule meetings
- Postpone what can be rescheduled
- Decide to *temporarily* act as if you aren't in backup
- Deal with stress & feelings in non-damaging ways
- **DO NOT MAKE DECISIONS WHEN YOU ARE IN BACKUP!**

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### Damage Control when you are in Backup

#### Here are three things you can do to limit damage:

- First, eliminate as much excess stress as you can
- Do stress reducing activities, such as physical activity, listening to music or relaxing activities.
- Temporarily moderate or eliminate some stressors by cutting back on your schedule or avoiding some of the people or situations that trigger a great deal of stress in you.
- Change the way you think about things-change your reaction to things
- These may be difficult to do based upon the circumstances.
- Limit the interpersonal damage that could be caused by your backup behavioral inventory.
- Reschedule meetings and appointments if possible.
- Postpone any that can't be rescheduled.
- If you have to meet with someone, decide to act temporarily as if you weren't in backup.
- Deal with your stress and your feelings in ways that won't damage your relationships - learn to dump your bucket of stress without filling someone else's bucket.
- Do your backup behavior, just not when you are with someone else.

#### **Finally, don't make decisions while you are in backup**

- Stress clouds the mind and your instincts don't serve you well, when your two major decision-making resources are decommissioned, that's not the time to make a choice you may have to live with.
- Unfortunately, people in backup often feel irrational pressure to make decisions or take action immediately.
- It's a very costly way of dealing with your stress and may have long-lasting and negative consequences.
- Rather than make poor decisions while you are under the influence of your backup behavior, focus, instead on relieving or reducing your stress as quickly as possible.

## Damage Control When Others are in Backup

- **Detect others in backup**
  - Amiables & Analyticals may be difficult to spot
- **Watch for:**
  - When you begin to react negatively to another person
  - When the other's behavior becomes extreme or rigid

- **Avoid getting hooked on someone else's backup behavior**
- **Reframe your thinking**
- **Don't focus on their behavior-look at what's behind it – stress**
- **AVOID DOING BUSINESS WITH A PERSON IN BACKUP!**

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**Damage Control: When others are in Backup** - This can be a very difficult interpersonal challenge, dealing constructively with other people when they are in back up-here are some guidelines:

- Expect that people won't always be at their best.
- **Detect when the other person is in backup.**
- **Sometimes it is difficult to spot the Analyticals and Amiables who are in backup**, some ways of clueing in to this fact:
  - You begin reacting negatively to that person.
  - The other person's style-based behavior becomes extreme or rigid.
  - In spending a lot of time with someone, you note specific behavior that suggests the person is in backup.
- **Avoid getting hooked into the other person's backup behavior** - backup behavior in one person tends to trigger backup behavior in others.
- **Reframe your thinking.**
- Rather than focus on your dislike of this behavior, realize what lies behind it - an enormous buildup of stress.
- **Try relating and lean toward empathy** for all the stress the person is trying to cope with.
- Understand that you are not the real target of the other person's behavior.
- Don't try to prevent a person from using backup behavior, it is a way of relieving stress-and when a person is in backup, your efforts to prevent the stress-reducing mechanisms may only increase the person's surplus stress.
- **Avoid doing business with a person who is in backup**
- The more important the business the more important it is to avoid doing it when one person's interpersonal ability is impaired.
- When you know a person's backup style and accompanying idiosyncrasies, you can find a creative way of handling difficult situations.

### Style Flexing Finding Common Ground

- When people of 2 styles don't get along-it's usually inflexibility
- Flexibility is NOT manipulation
- It is NOT spineless conformity
- It IS a way of adapting to another persons process
- Instead of altering the *content* of the message, the message *delivery* is altered so the message is "heard"

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#### People Styles at Work - **Finding Common Ground**

**When people of two styles don't get along, the problem isn't incompatibility; it's usually inflexibility. Flex Style Defined -Flexibility - NOT manipulation**

Manipulation defined: **to manage or influence skillfully, especially in an unfair manner** (Random House Dictionary of the English Language) - i.e., being nice to people at their expense

Three reasons not to succumb to the temptation to manipulate:

1 -**It is more likely to work against you** than for you-the manipulator may reap short-term gains, but long-term consequences are negative. Sooner or later people discover the deception and the manipulator's influence evaporates leaving suspicion and anger in its wake. The manipulators' reputations may be tarnished by their own actions

2 - **To manipulate other is to harm yourself.** Fritz Perls, who founded gestalt therapy, said "I call neurotic any man who uses his potential to manipulate others instead of growing up himself"

3 - **Manipulation is unethical**-it's an unscrupulous attempt to con people into bypassing their higher faculties of mind and spirit. It treats other people as objects to be exploited rather than persons with whom you can relate.

#### **IT IS NOT CONFORMITY-WITHHOLDING YOUR POINT OF VIEW**

A Common misunderstanding of style flex is that it implies the need to express the same opinions as the person you are with at the time. Style flex is not a souped-up version of spineless conformity.

**Applied behavioral scientists make a useful distinction between the content and the process of an interaction. Content refers to what is said**-the information that's exchanged, decisions that are made. **Process refers to how people communicate**, the intensity of body language, the loudness of voice, and the amount of airtime each person takes

***Style flex is a way of adapting to another person's process*** and it is not about conforming to his or her point of view. Rather than altering the content of the message they want to get across, they change the way they relate to the other person when expressing their thoughts for the purpose of relaying their message in a way that it can be heard.

When there is controversy about content, you may want to eliminate needless stress in the process part of the interaction.

Conformity is physically and psychologically damaging to the conformist.

Notes:

## **Style Flexing is Changing YOUR Behavior**

- **Your primary leverage for improving the relationship is your own behavior**
- **You can feel more in control and your effort to adapt to the other person may achieve your goal**
- **You make it easier for the other person to work with you and make a positive impact on the relationship**
- **INTERPERSONAL FLEXIBILITY INVOLVES TAKING THE INITIATIVE FOR GETTING WIN SYNCE WITH THE OTHER PERSON!**

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### **Style Flex is changing YOUR behavior**

Accepting the other person's style brings three possible outcomes

You don't need to wait for the other person to come around to your way of doing things in order to get the relationship on track -The primary leverage you have for improving the relationship is your own behavior

You can feel more in control and your effort to adapt to the other person often enables you to achieve your goal.

You make it easier for the other person to work with you that may result in a change in their behavior in a way that you appreciate. You both may now be impacting the relationship positively.

Regardless of who may be at fault for strains in a relationship, interpersonal flexibility involves taking the initiative for getting in sync with the other person.

## **Style Flexing is Adjusting a FEW Behaviors**

- **Detect the style-based differences between you and the other person**
- **Adjust your body language and the way you say things to more closely match their style**
- **Carefully select 3-4 behaviors to adjust**
- **Focus on what makes the interaction more comfortable for them**

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### **Style Flex is Adjusting a FEW Behaviors**

First, detect the style-based differences between you and another person.

Adjust your body language and the way you say things to more closely match the person's preferred way of doing things

Carefully select a FEW types of behaviors to adjust - no more than three or four.

Focus on what makes the interaction more comfortable for the other person.

## **Flex Your Style ONLY AT KEY TIMES**

- **Style flex is a TEMPORARY adjustment of a few behaviors**
- **People who overdo adjusting, don't bring their own unique strengths to the relationship**
- **Rather than build rapport-over adjusting can create tension and distrust in others**

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### **Flex Your Style Only at KEY Times**

- Style flex is a TEMPORARY ADJUSTMENT OF AFEW BEHAVIORS
- There are dangers in excessive adaptability.
- People who overdo adjusting to others don't bring their own unique strengths to the relationship; instead, they lose much of their vitality
- Rather than building rapport, their chameleon-like behavior often creates tension and distrust in others
- People whom others read as not being themselves make others feel uncomfortable.

## 4 Steps to a Better Relationship

- **Identify - styles yours & theirs**
  - It is how you come across to others - and how you determine someone else's style
- **Plan - 3-4 behaviors that can be flexed**
  - The 4 appendixes in the book give specific suggestions on style flexing to other styles

- **Implement - use your style flex in person but also on the phone or in writing**
  - You may need to make on-the-spot adaptations
- **Evaluate - the result -was it more successful? Was the other person more at ease?**

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### Four Steps to Better Relationships

**When a relationship isn't going well, don't do more of the same; try something different**

The four step process:

<ul style="list-style-type: none"> <li>• <b>Identify - the style or behavior of the other person</b></li> </ul>	<p>Note your own style and identify the other person's style. Your style is not what you are like on the inside; it's how you come across to others. (Refer to Chapter 5. To determine the style of others-refer to Chapter 10)</p>
<ul style="list-style-type: none"> <li>• <b>Plan- three or four types of behavior that can be flexed</b></li> </ul>	<p>What is the purpose of your communication? How important is it? Do you want your message heard as clearly as possible? Is it worth planning your communication? Refer to the 4 appendixes in the back of the book-these have been created to give each style specific suggestions when flexing to the other styles.</p>
<ul style="list-style-type: none"> <li>• <b>Implement - make the behavioral changes you think will help you get in sync with the other person - make midcourse corrections as needed</b></li> </ul>	<p>You can use style flex in person face-to-face but also when communicate on the phone or in writing.</p> <p>Make changes that you believe can improve the transaction.</p> <p>Consider: does this new way of relating help the other person feel more comfortable with you?</p> <p>Are you being more productive?</p>



If yes, your hypothesis is working, if no, you may need to make on-the-spot adaptations to improve it

A flexible person knows that a certain amount of trial and error is unavoidable, when relating to others

- **Evaluate** - when the discussion or meeting is over-mentally review the process and the outcome in order to help yourself learn from the experience

- Look at the results of the interaction
- Given the content of the discussion, was the person more at ease than normal?
- Was the interaction more productive than usual?
- Note what went well
- What changed behaviors seemed to have the most impact
- What did you do so the other person responded positively
- Is there value in doing this more often with this person
- Would you consider doing this type of flexing with others
- What did not go well? What was the problem? Misidentification of a person's style? Poor Planning? Ineffective Implementation?

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## When to Flex Your Style

- **Not all the time**
- **Open in parallel**
- **Just-in-time flex**
- **When something important is at stake**
- **When an important issue is discussed**
- **When others appear to be under stress**
- **When the person you are with is especially rigid**

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### When to Flex Your Style

**Not all the time**- it is a temporary adjustment of a few behaviors

- **Open in Parallel**

- Begin the conversation in sync with the other person's style-build rapport.
- The beginning of a conversation sets the rest of it

- **Just-In-Time Flex**

- After opening in parallel, then, after a few minutes, relax your efforts and move into your own style. Keep monitoring the other person's stress and if it starts to rise, begin to flex again. Ease off, again, after a few minutes

- **When something important is at stake**

- **When an important issue is discussed**, flex your style to help it get a fair hearing
- When the message may be missed because of the messenger

- When others seem to be under considerable stress
- Use flex style to avoid generating additional tension
- When the person you are with is especially rigid
- You may have to work particularly hard at flexing in order to have a productive process and positive outcome if you are working with an extreme my-way-not-your-way individual

Notes:

**Too Much of a Good Thing  
Overused Strengths Become  
Weaknesses**

<ul style="list-style-type: none"><li>• <b>Drivers – Forcefulness</b><ul style="list-style-type: none"><li>– May be seen as pushy, domineering &amp; authoritarian</li></ul></li><li>• <b>Antidote: Listen better &amp; speak provisionally</b></li></ul>	<ul style="list-style-type: none"><li>• <b>Expressives- Spontaneity</b><ul style="list-style-type: none"><li>– May not deliver on existing commitments or complete projects</li></ul></li><li>• <b>Antidote: Be clear on priorities-keep track of commitments &amp; record progress – block out time to complete projects</b></li></ul>
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### Too much of a good Thing

Overused strengths that become weaknesses

#### Drivers Strength: Forcefulness

##### **May be seen as pushy, domineering and authoritarian**

Antidote to Domineering: Listen better and speak provisionally

Cut back on the number of times you speak compared to the number of times you want to speak-speaking ratio

Express your point of view more provisionally

##### **Other Driver Strengths that are Often Overused:**

Independence can become a poor collaborator

Results-oriented can become impersonal

Candid can become abrasive

Pragmatic can become shortsighted

#### Expressives Strength: Spontaneity

##### **May tend not to deliver on existing commitments or completion of projects.**

Antidote to Broken Commitments:

Keep a log of existing commitments and record progress toward completion

Figure out time needed to complete each milestone and block out the time on a calendar

Involve others, appropriately, in your plans or projects to garner support

Be clear on priorities

##### **Other Expressive Strengths That Are Often Overused:**

Articulate can become a poor listener

Fast-paced can become impatient

Visionary can become impractical

Fun-loving can become distracting

**Too Much of a Good Thing  
Overused Strengths Become  
Weaknesses**

<ul style="list-style-type: none"><li>• <b>Analyticals –Quality Orientation</b><ul style="list-style-type: none"><li>– Can degenerate into perfectionism</li></ul></li><li>• <b>Antidote: Commit to timely completion &amp; increase compliments to others</b></li></ul>	<ul style="list-style-type: none"><li>• <b>Amiables – Harmonizer</b><ul style="list-style-type: none"><li>– Can be a conflict avoider at any cost</li></ul></li><li>• <b>Antidote: Speak your mind – don't lose sight of how decisions impact your own time and work-fire out a way to be assertive- you can be nice &amp; assertive</b></li></ul>
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**Analyticals Strength: Quality Orientation**

Can degenerate into perfectionism

Antidote to Perfectionism: Commit to Timely Completion and Increase Compliments to Others  
Commit to accomplishing things in a reasonable amount of time, completing them on schedule  
Know when it's "good enough"  
Say thank you to others more often

**Analytical Strengths That Are Often Overused:**

Prudent can become indecisive  
Painstaking can become nitpicky  
Task-oriented can become impersonal  
Systematic can become bureaucratic

**Amiables Strength: Harmonizer**

Can be a conflict avoider at any cost

May damage the relationships they are trying to save

Antidote to Conflict Avoidance: Speak your mind  
Don't lose sight of how decisions impact your own time and work because you are too busy worrying about how a decision impacts others  
Figure out a constructive way to be assertive-you can be nice and assertive

**Other Amiable Strengths That Are Often Overused:**

Diplomatic can become a conflict avoider  
Dependable can become dependent  
Supportive can become permissive  
People-oriented can become inattentive to task

## **How to Know When You are Overusing Your Strengths**

- **Observe how others react to you**
- **Look for signs of stress in others**

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### **How to Know When You Are Overusing Your Strengths**

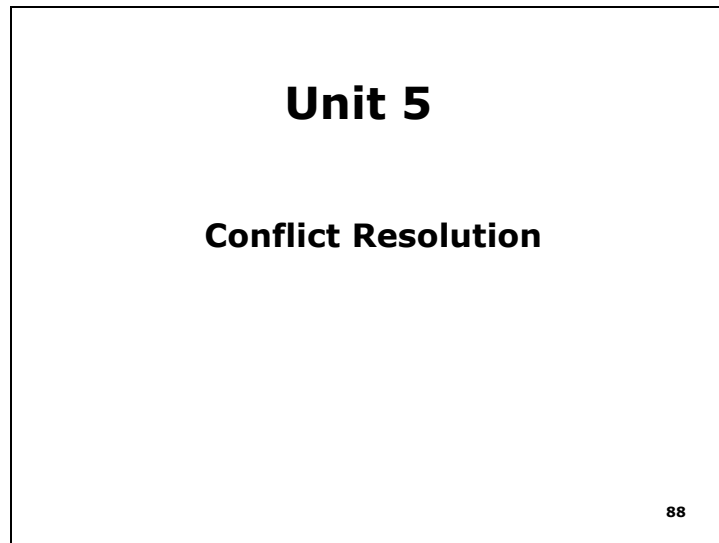
Become aware of how others are reacting to you. You should be able to see signs of increased stress in the person you work with. Over time you should be able to identify reactions that people have to you when you overdue a particular strength. Acting on this awareness, you can moderate the use of those behaviors.

## **Summary Unit 4**

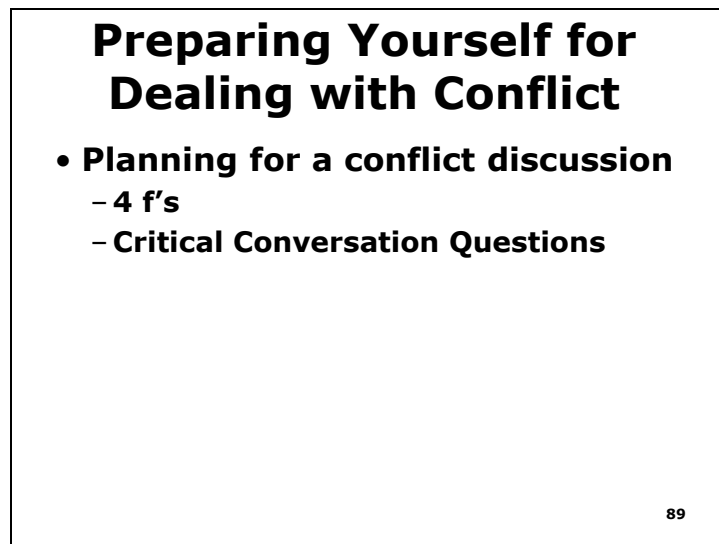
- **Back up styles**
  - **Primary and Secondary**
- **Damage control when you or others are in back up**
- **Style flexing**
- **Over using strengths**

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We will be putting together all we've learned about personal accountability, personal filters and beliefs and the understanding of our own and other people's social/behavioral styles.

We are going to talk about conflict and the way that we may choose to deal with it, particularly when we need to have a conversation with someone else about it.

In this discussion we'll ask you to think about what you've learned about our thought process and put that to work in this area. One of the things we will consider is who we "check it out" before we confront someone about a conflict.

We'll ask you to look at negativity. Is there any negativity around this issue? Habitual or situational? In preparation for our conflict discussion we will want to consider whether there is the issue of lack or loss of competence, community or control on our part or the part of the other person. Was this a factor in the conflict?

In our final activity, we also have you consider the social style of the person you'll be talking to. How can you minimize that person's stress when dealing with your social/behavioral style, so that your message is received? What steps might you take to flex to that person's style?

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## \*The 4 F's

- **Facts**
- **Feelings**
- **Funneling ideas**
- **Future actions**

\* Used by permission: Eastern Kentucky University  
Facilitation Center

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\*Used with permission: Eastern Kentucky University- Facilitation Center

As you prepare for the discussion, first consider and write down:

<b>Facts</b>	What are the facts? What happened, what did I observe, hear, etc.? What information do I have that is a <i>fact</i> , not an assumption?
<b>Feelings</b>	What are my feelings? Explore why you feel the way you do. Are your values and beliefs involved? If so, what are they? Be specific, write down what you felt. Were the other person's emotions or feelings involved in the conflict?
<b>Funneling Ideas</b>	What do I want to happen? What is the best result? What would be the worst result? How may I approach the other person so that their beliefs, values and feelings are valued? What comprise can I make that may work for all involved? Who else should be involved? How will I approach this person? What would their preference be? What would my preference be? What would be the best place and time for the discussion?
<b>Future Actions</b>	

Prepare a checklist of what you want to discuss, set up the time and place. Set the tone for the discussion.

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## Facts

- **What occurred? What are the facts (not assumptions) about the conflict?**
  - What did I observe, hear, etc.?
  - What are other factors that are “facts” to consider? (Who else may be affected? What else might occur as a result?)What do I *know*
- **What is the real issue?**
  - Are there murky issues?
  - What are you trying to address?

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## Feelings

- **How did I feel about it?**
  - What feelings did I have and why?
  - Self-check- am I making any assumptions?
    - What assumptions am I making
  - Are my values involved?
- Is this really my own issue and not that of the other person?
- What are my intentions?
- **Can I welcome and hear other points of view?**

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## (Funneling) Ideas

- **What else do I need to know?**
  - Where can I get the information I need
  - What will I do with the information?
- **What are the other ramifications of this discussion**
  - What impact do you want?
  - What are other potential impacts?
- **What are the potential outcomes of the discussion?**
  - What do I want to have happen?
  - What is the best or worse possible outcome?
- **What are other points of view likely to be?**
  - Can I be open to them? Do I have a response?
- **What is the best way to approach this person?**

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## Ideas (Continued)

- **How will I start this conversation?**
  - Where will it take place?
  - Will the other person feel safe/comfortable there?
- **How will I articulate my point of view?**
  - What is my style
  - ?What is the other person's style?
- **Have I considered other points of view?**

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## Future (Actions)

- **What will I do to resolve this conflict?**
- **What is important?**
- **How will I prepare?**
  - Have I gathered all the information, facts, data?
  - How can I articulate *my* feelings without stepping on someone else's?
- **Prepare to hear another point of view**
- **Determine time and location**
- **Decide how to approach the other person**

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## Critical Conversations

Intentions	Assumptions
<ul style="list-style-type: none"> <li>• <b>What are your intentions?</b></li> <li>• <b>What do you want to achieve?</b></li> <li>• <b>What's important?</b></li> <li>• <b>What do you NOT want?</b></li> <li>• <b>What issues?</b></li> <li>• <b>Why is the conversation difficult?</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>What is the real concern?</b></li> <li>• <b>What assumptions are you making?</b> <ul style="list-style-type: none"> <li>– About the issue?</li> <li>– About yourself or others?</li> <li>– The conversation?</li> </ul> </li> </ul>

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### Critical Conversations Questions

Think of an important yet difficult conversation you want to have with an individual or group ...then ask yourself the following questions:

#### Intentions:

- ☐ What are your intentions?
- ☐ What do you want to achieve?
- ☐ What's important?
- ☐ What do you not want?

- ☐ What issue are you trying to address?
- ☐ What makes this conversation difficult?
- ☐ What is the bind?

**Assumptions:**

- ☐ What is the real concern?
- ☐ What assumptions are you making?
- ☐ About the issue?
- ☐ About yourself or others?
- ☐ About the conversation?

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## Critical Conversations

### Approach

- How to start
- How to make safe
- What to say
- How to articulate your point of view
  - Test your view
- Anticipated reaction
- Invite and hear other points of view

### Outcomes

- What will success look like?
- What personal impact do you want to make?
- What business impact?
- What long term result do you want?
- What's important?

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**Approach:**

- ☐ How would you start the conversation?
- ☐ How can you make it safe?
- ☐ What needs to be said?
- ☐ How can you articulate your point of view?
- ☐ How will you test your view?
- ☐ What might be the reaction?
- ☐ How will you invite and hear other points of view?

**Outcomes:**

- ☐ What would success look like?
- ☐ What personal impact do you want?
- ☐ What business impact?
- ☐ What long term result do you want?
- ☐ What's important?

Books to Learn More

1. Patterson, Kerry, Joseph Grenny, Ron McMillian, and Al Switzler. *Crucial Conversations Tools for Talking When Stakes are High*. New York, NY: McGraw-Hill, 2002.
2. Scott, Susan. *Fierce Conversations: Achieving Success at Work & in Life, One Conversation at a Time*. New York, NY: The Berkley Publishing Group, 2002.

T4  
Student Manual  
2012 Revised

## Your 60 Second Opener

- Name the issue
- Select examples that exemplify what you want to change
- Describe your emotion around the issue
- Clarify the importance of this issue for you and others
- Identify your contribution to the problem
- Indicate your wish to resolve the issue
- Invite the other party to respond

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In her book *Fierce Conversations*, Susan Scott uses a 60 second opening statement as a way to open up a critical conversation.

**Write a rough draft of your 60-second opening statement**

1. Name the issue
2. Select a specific example that illustrates the behavior of the situation you want to change.
3. Describe your emotions around this issue.
4. Clarify why this is important – what is at stake to gain or lose for you, for others, for the team, or for the organization?
5. Identify your contribution(s) to this problem.
6. Indicate your wish to resolve this issue.
7. Invite your partner to respond.

Reference: *Fierce Conversations*, Susan Scott

## Conflict Resolution Models

- **#1 Collaboration Model**
- **#2 Win-Win Model**
- **#3 Collaboration-2 Model**

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This unit will deal with putting into practice some of the techniques we've talked about so far.

We will put this in the context of conflict resolution.

We will have an exercise that will allow you to view a conflict and decide an approach.

### Conflict Resolution Model #1 [1]Collaboration Model

#### Clarify Intentions

Why do you want to engage in the resolution? What do you want? Not what you don't want

Is your intent to **protect** or to **learn**?

Be prepared - know your thoughts, feelings. Be grounded.

#### Ask Permission

State your intention. Own it, no blaming.

Is this a good time for you?

#### Check It Out

Perception (see, hear, etc.)

Interpretation (judgment, think, know, etc.)

Understand what the other party wants.

#### Brainstorm

Allow the possibilities to flow without judging, discussing, or criticizing.

#### Evaluation

Evaluate and analyze the possible solutions.

**Commitment** - Achieve consensus only when each party in the conflict:

Feels heard and understood by the others.

Is able to live with the decision or solution.

Is willing to commit to his or her role during implementation.

## **Conflict Resolution Model #2**

### **[2]Win/Win Model**

Step 1. Take time to cool off.  
Step 2. Take turns talking it out using I messages. No put-downs, blaming, or name-calling.  
Step 3. Each person restates what he or she heard the other person say.  
Step 4. Take responsibility for your role in the problem.  
Step 5. Brainstorm solutions together, and choose a solution that satisfies both people, a win/win solution.  
Step 6. Affirm, forgive, or thank each other.  
Use these rules to make Win/Win work most optimally:

#### Rules for Win/Win

We each agree to do the following:

1. Tell the truth.
2. Treat each other with respect.
3. Attack the problem, not the person.
4. Wait for our turn to speak. No interrupting.
5. Be willing to compromise.

**Step 1:** Take time to cool off. Don't skip this step. Conflicts cannot be solved in the face of hot emotions. Take a step back, breathe deep, and gain some emotional distance before trying to talk things out. Doing this helps you choose your response rather than just react.

**Step 2:** Take turns talking it out using I messages.  
I messages help us express our feelings without attacking or blaming. By starting from I, we take responsibility for the way we perceive the problem instead of placing blame. You messages put people on the defensive and close doors.

**Step 3:** Each person restates what they heard the other person say.  
When we listen to what the other person says and paraphrase what we heard, we convey that we are open to them, and not just focus on our own agenda. Reflective listening shows that we care enough to hear out the other person, rather than just focus on our point of view. When one person listens, the other often follows suit.

**Step 4:** Take responsibility for your role in the problem.  
In the majority of conflicts, both parties have some degree of responsibility for what went wrong. However, most of us tend blame rather than looking at our own role in the problem. When we take responsibility, we shift the conflict into an entirely different gear, one where resolution is possible. Example: You can say, "I realize I probably sounded sarcastic when I just said that to you." Now I understand why you reacted the way you did.

**Step 5:** Brainstorm solutions and come up with one that satisfies both people.  
The key to resolving conflicts is the willingness to seek compromises. Resolving conflicts is a creative act and there are many solutions to a single problem.  
Next time you have a conflict, ask the person you had it with to join you in coming up with a variety of solutions. Then choose one that works for both of you.

**Step 6:** Affirm, forgive, or thank.  
A handshake or kind word gives closure to the resolution of conflicts.  
Forgiveness is the highest form of closure. Just saying thank you at the end of a conflict, or acknowledging the person for working things out sends a message of conciliation and gratitude. We preserve our relationships this way, strengthening our connections and working through problems that arise.

Try introducing this at a neutral time. Do some role-plays to get to the steps. Then try it when you have a conflict, even if you do not use every step.

### Conflict Resolution Model #3

**Determine the problem**

Discuss with the other party if it *is* in fact a problem and find consensus that a conflict exists. Don't go into the reasons for the conflict; just agree that there *is* a reason.

**Determine the value of the relationships) involved**

How important are the differences between you and the other party(s) and how important is this relationship to you now and in the future?

**Ask for the other party's point of view and *listen* to it**

Have them describe their view of the conflict. Actively listen. Listen for feelings and emotions as well as facts or perceptions.

**Provide your point of view**

Without diminishing the other person's interest or point, lay out your perspective and reasoning. Be prepared to answer questions or concerns from the other person without becoming hostile or defensive.

**Define your difference**

Neutrally summarize areas where you differ in opinion, beliefs, and perceptions.

**Find common goals**

Look for common goals and attempt to work through the conflict in the context of what you have in common

**Be willing to discuss and explore other solutions to the conflict**

Don't enter the attempt at resolution without being open to any number of solutions.

**Conclude with respect**

Either through a commonly forged agreement or a respectful non-resolution

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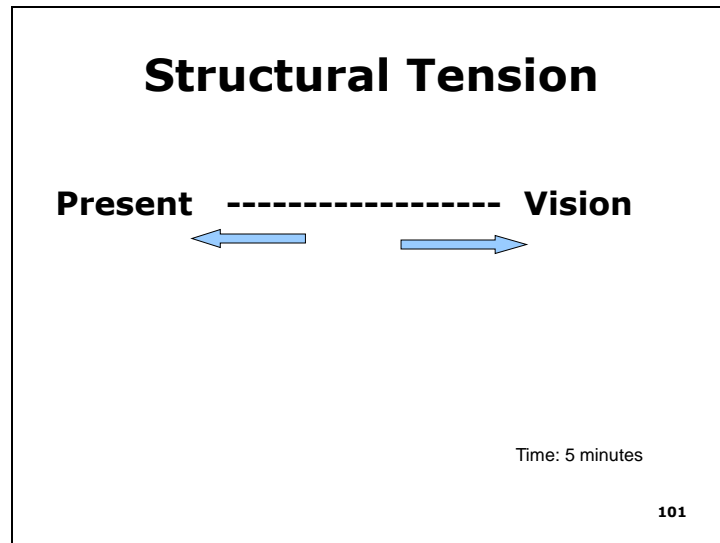
## **Conflict Resolution Meets Personal Effectiveness**

- **Complete the conflict questionnaire**
- **Give the questionnaire to your partner**
- **Go to your conflict resolution worksheet – outline how you would change your approach this time or in the future**
- **Try out your new approach – flex – use conflict model approach. Partners: take the part of the other party in the conflict**
- **Go to the Conflict Evaluation checklist and complete it**

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Notes:





Structural tension is the tension between the current state and the desired state. As structural tension moves towards resolution, energy is released. You use this energy to create your vision. If I am unclear on either end, the tension breaks.

For example, let's say my vision is to have a 50 acre ranch in Montana. Presently, I live in a studio apartment in Fremont. If I am unclear on my vision, unclear on what a 50 acre ranch in Montana would look like, smell like, taste like, feel like; what might happen to my vision?

Lessen the vision; create something I don't want; stop, it is too much work  
I may give up on what I really want and settle – "you know a 1 bedroom apartment in Fremont is really close to my vision".

The structural tension is broken.

## **Ideal Shift Activity**

- **Describe your ideal shift, agency culture and relationship with workmates.**
- **What would the ideal day be like? When you arrive at work how do you want your day to go?**
- **Write your vision out on paper.**
- **Work alone**

Time: 10 minutes

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Let's say your vision is to work on an ideal shift. Describe your ideal shift, agency culture and relationship with workmates. What would the ideal day be like? When you arrive at work how do you want your day to go?

**Who has an example of a component of an ideal day? No conflict, fun, working together as a team**

Working alone, write your vision out on paper.

Is this a vision around which you have Structural Tension? Consider ways in which you can actively contribute to your vision of an ideal shift or workplace. Are you out of your comfort zone? How can you begin to push yourself in order to achieve what you WANT? You are working 8-12 hours for several days a week in this environment.

What do you want your experience to be? How satisfied and happy would you be if you worked on your ideal shift? You cannot change other people on your shift, but you can change the way you think, respond and react. This takes work-if it were easy, no one would be in this class! Only you can decide if you want to make this CHOICE for yourself.

## Course Wrap Up & Summary

- **Thought System**
- **Forward/Backward Focus**
  - I get what I focus on
- **Comfort Zone**
- **Understanding negativity**
- **Understanding behavioral styles & flexing when needed**
- **Conflict resolution**

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We covered a lot of topics and concepts in the last 3 days.

Our Thought System- in order to have a feeling, you must first have a perception & a thought. You will consciously or unconsciously interpret that thought. This is where you can ACTIVELY work to change your interpretations or feelings/emotions around a situation.

You get what you focus on. If you focus on what you DON'T want, you will likely get it. Therefore, take some time and consider what you really DO want.

We have CHOICES presented to us every day. We can choose to focus forward, expanding our locus of control over those things we can affect. We can also choose to be backward focused – finding fault, blame and resentment. Chronic negativity can be habitual. But if it's a habit, it can be broken and replaced with a more effective habit. You get to make the choice about your work experience. You are living a lot of your life in your workplace; consider the experience you want to focus on.

We hope you learned a lot about the social or behavioral styles of others as well as yourself. Did the work in the People Styles book resonate with you? Did you begin to understand why some people stress you out more than others? The value of this book also lies in the fact it gives you real examples and information about how to not only understand the styles of others, but how to modify slightly, your own behaviors when you have an important message to deliver. Identifying your own style is one thing, but understanding how that style may affect others and having tools to make your communication more effective is really the hidden goldmine in this book.

We hope you took away something from our conflict resolution discussion. Conflict is inevitable. We hope we offered you some tools and insights on how to deal with conflict and how to prepare and approach others in order to reach a resolution.